

**DOKUZ EYLÜL UNIVERSITY**  
**GRADUATE SCHOOL OF SOCIAL SCIENCES**  
**DEPARTMENT OF BUSINESS**  
**CONFLICT RESOLUTION PROGRAM**  
**MASTER’S THESIS**

**THE PERCEPTION OF THE MANAGERS  
RELATED TO CONFLICT MANAGEMENT  
STYLES UPON GENERATION Z**

**Ayşe KAVAS**

**Supervisor**

**Prof. Dr. Ömür Neczan ÖZMEN**

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## DECLARATION

I hereby declare that this master's thesis titled as "The Perception of The Managers Related to Conflict Management Styles upon Generation Z" has been written by myself in accordance with the academic rules and ethical conduct. I also declare that all materials benefited in this thesis consist of the mentioned resources in the reference list. I verify all these with my honor.

Date

05/07/2019

AYŞE KAVAS

Signature

**ABSTRACT**  
**Master's Thesis**  
**The Perception of the Managers Related to Conflict Management Styles**  
**upon Generation Z**  
**AYŞE KAVAS**

**Dokuz Eylül University**  
**Graduate School of Social Sciences**  
**Department of Business Administration**  
**Conflict Resolution Program**

With the rapid development of technology, the conflict content also has been changed in organizations. Notably, the conflict that arises among employees from different generations has significant effects on corporate performance, efficiency, and sustainability. Some researchers have indicated that generational differences conduce to design and implement divergent policies, practices, and business strategies to manage such differences appropriately (Blythe et al., 2008: 153; Cennamo & Gardner, 2008:904). One of the essential points to be considered by the managers of various generations which strategy or style is preferred. Within the scope of our research, we examined how managers perceive the conflicts between Generation Z and older generations, and approach to the diverse generation of employees. In particular, as Generation Z enters the workplace, we intended to examine which conflict management styles that developed by Rahim as ROCI-II scale is used by managers to manage intergenerational conflict.

We figured out from the current research that even though managers commonly prefer to utilize the integrating style for managing conflict between different generations, they are not ready for new challenges which revealed for the first time with the entering of Generation Z in the workforce. Consequently, managers prefer to use dominating style when Generation Z deserves more privilege compared to older generations. Otherwise managers utilize the compromising and obliging styles.

**This study recommends that managers should focus on conflict management strategies with the inclusion of Generation Z in the business life and take into consideration the characteristics of Generation Z when examining the source of the conflict as well.**

**Keywords: Conflict, Conflict Management, Generations, Intergenerational Conflict**



## ÖZET

Yüksek Lisans Tezi

Yöneticilerin Z Kuşağının Çatışma Yönetimi ve Tarzlarına İlişkin Algıları

AYŞE KAVAS

Dokuz Eylül Üniversitesi

Sosyal Bilimler Enstitüsü

İngilizce İşletme Anabilim Dalı

Anlaşmazlık Çözümü Programı

Teknolojinin hızlı gelişmesiyle birlikte organizasyonlarda karşılaşılan çatışmalar da değişkenlik göstermektedir. Özellikle farklı kuşaklara ait çalışanlar arasında yaşanan anlaşmazlıkların yönetimi kurum performansı, verimlilik ve sürdürülebilirlik açısından önem arz etmektedir. Bazı araştırmacılar, kuşak farklılıklarının uygun bir şekilde yönetilebilmesi için çeşitli politikaların, pratiklerin ve iş stratejilerinin tasarımına ve uygulanması gerektiğine işaret eder. (Blythe et al., 2008: 153; Cennamo & Gardner, 2008:904). Farklı kuşaklardan oluşan takımın yöneticiliğini yapan yöneticilerin göz önünde bulundurması gereken en önemli noktalardan biri tercih ettiği anlaşmazlık çözümü ve çatışma yönetme stratejileridir. Araştırmamız kapsamında, yöneticilerin farklı kuşaklar arasındaki çatışmaları nasıl algıladıklarını ve kuşaklara yaklaşımlarını incelemeyi hedefledik. Özellikle Z kuşağının iş hayatına girmesi ile karşılaşılan çatışmaların yönetiminde yöneticilerin Rahim'in ROCI-II ölçeğinde geliştirdiği çatışma yönetme tarzlarından hangisini tercih ettiğini inceledik.

Yapılan araştırma sonucunda, yöneticiler farklı kuşaklar arasındaki çatışmaları yönetmek için bütünleştirici tarzı kullanmayı tercih etseler de, Z kuşağının iş gücüne katılması ile ilk defa ortaya çıkan zorlukları yönetme konusunda hazır olmadıklarını anlıyoruz. Sonuç olarak yöneticiler çatışmada Z kuşağının ayrıcalığı hak ettiği çatışmalarda hükmetme tarzını kullanıyorlar. Aksi durumda uzlaşma ve uyma tarzlarını kullanırlar.

**Bu çalışma kapsamında önerimiz, yöneticilerin Z kuşağının iş hayatına dâhil olması ile çatışma yönetme stratejileri üzerine odaklanmaları ve çatışmanın kaynağını incelerken Z kuşağının da özelliklerini dikkate almalarıdır.**

**Anahtar Kelimeler: Çatışma, Çatışma Yönetimi, Kuşaklar, Kuşaklararası Çatışma.**



**THE PERCEPTION OF THE MANAGERS RELATED TO CONFLICT  
MANAGEMENT STYLES UPON GENERATION Z**

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## ABBREVIATIONS

<b>df</b>	Degree(s) of freedom
<b>F</b>	F-distribution variable
<b>HR</b>	Human Resource
<b>N</b>	Population Size
<b>SHRM</b>	Society for Human Resource Management
<b>Sig.</b>	Significance Level
<b>SPSS</b>	Statistical Package of Social Sciences (SPSS)
<b>ROCI-II</b>	Rahim Organizational Conflict Inventory-II
<b>R<sup>2</sup></b>	Multiple correlation coefficient

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## INTRODUCTION

The business world of the 21st Century is surrounded by the combination of diversity such as race, sex, age, ethnic origin, cultural and work values, and perceptions. Therefore, conflict is an inevitable fact that we must admit its presence as the gospel truth in workplaces. Mostly, the HR experts and managers need to take strategical decisions to manage all sorts of conflict among employees.

From all the beginning, it is claimed that conflict is natural and inescapable for individuals, groups, or an entire organization. Since human being exists and lives collectively, a dispute arises from different reasons. Therefore, the critical element of approaching conflict is to manage it appropriately to realize the positive and negative effects on individuals and organizations.

In addition to conflict term, the generation issue is also a significant fact that the head of management develops a strategy from the perspective of Human Resource. The individuals who begin to enter the workplace are being completely different from previous generations, and it would cause some conflicts in the organization.

Within the framework of this study, we research to examine the perception of managers about intergenerational conflict. If the organizations do not develop any specific strategy for the reasons of conflict such as different perceptions, technology, communication, life backgrounds, education, and expectations, the gap between generations would be deepened. Therefore, the managers would act proactively to manage the conflict between older and younger generations.

In such a framework, this study is consisting of five chapters. The first following chapter gives a general idea about the terms that are intended to emphasize and demonstrate the relationship between them in the organization.

In chapter two, the nature of the conflict is described, handling interpersonal conflict styles, and conflict management are framed based on organizational conflict. Additionally, theoretical and historical background of conflict is provided as well as the perception of individuals - especially managers -to conflict is explained.

In chapter three, the generation term and each generation in business life are mentioned with their specific traits, backgrounds, and their presence in the population of Turkey. As Generation Z enters the workplace, they are examined deeply to get to

know probable conflict, which arises between them and older generations. Thereby, we would like to explain also how managers perceive intergenerational conflict, especially the conflict between the older generations and Generation Z in the workplace.

In chapter four, the research method for the study is explained. The importance and purpose of the research are given, and the theoretical framework is designed.

In chapter five, the results and finding of the study are displayed and analyzed.

As final, in the result part, discussion and conclusion are given. Further, the limitations and recommendations are exhibited for future studies related to intergenerational conflict issues.



## **CHAPTER ONE**

### **INTRODUCTION TO CONFLICT AND GENERATION**

#### **1.1. THE PURPOSE OF THE STUDY**

It is the most significant point that the approach of the management to conflict affects individuals' effectiveness and efficiency of job performance, commitment, sense of belonging to the workplace in organizations. If the manager takes an eager interest in managing the conflict in the workplace, the individuals feel more worthwhile. Otherwise, to avoid or ignore the conflict of employees decrease the reliance, team working, enthusiasm to reach prevalent targets.

Researchers who inquire about the effects of population on society, use the term of generation to refer to the people who were born and grown in the same general time. In today's business environment, it is not extraordinary to see individuals from different generations working side-by-side. Thus, understanding generational differences and intergenerational conflict are critical for improving tools by managers to enhance employee productivity, innovation, and to build good corporate citizens (Kupperschmidt, 2000).

In that research, we would like to understand the source and cause of intergenerational conflict, focus on the managers' perception of conflict between generations, and figure out which conflict management styles that are preferred by managers to resolve the conflict between different generations of employees.

#### **1.2. THE SIGNIFICANCE OF THE STUDY**

It is supposed that this research will be a source of guidance for the management of intergenerational conflict. Especially as Generation Z enters the workplace, the sources and causes of conflict will differ from antecedents because of not recognizing Generation Z in the workplace. Thereby, we focus on the managers' approach and perception to understand their strategical position and decision by resolving the conflict between employees from older generation and Generation Z in organization.

Within the scope of this research, we will give an idea about some requirements that low, middle or senior managers are take into account for resolving any probable disagreement, discordance, contrast or conflict of Generation Z with older colleagues and superiors.

### **1.3. BACKGROUND OF THE STUDY**

Most of the scholars have been focusing on diverse dimensions of conflict management (Rahim, 2001: 2). The majority number of studies claim that conflict has negative impacts on the organization and performance of individuals.

Intergenerational conflict can be useful when it drives to extended collaboration, motivation, fundamental task results, and learning. However, if not successfully managed, intergenerational perceptions can cause to frustration, decreased performance and efficiency, and turnover. (Urick et al., 2017: 181)

In the competitive world, every single organization has a strategy to handle conflict based on the source of conflict to get positive outcomes and high-level performance. We suppose that the managers have to spend their time for handling conflict such as personality clashes. From this point, we view organizational conflict arises from differences in age, work values, perceptions, attitudes, expectations, and behaviors of individuals.

### **1.4. RESEARCH FRAMEWORK**

Since last century, researchers studied on handling interpersonal conflict, most of them ultimately agree on a five-style model of conflict management is the most appropriate conceptualization of interpersonal conflict management phenomena (Rahim and Magner, 1995: 13; Van de Vliert and Kabanoff, 1990: 207). For this reason, we would like to examine the managers' perception to generational differences (mostly between Z generation and older generations) based on arising any conflict and preference to use the most appropriate conflict management styles from Rahim's Conflict Management Styles.

We believe that managers' perception affects preferring certain conflict management styles. For managing conflict between two different generations in the workplace, perception influence the decision of managers. Consequently, it can be claimed that the managers take into consideration conflict management styles (method) in accordance with different generations are in conflict.

**With this study, we aim to answer the following research questions:**

1. Do managers know the characteristics of generations and develop strategies for employees accordingly?
2. Is there any significant relationship between managers' perception in terms of giving the privilege to parties and preferring certain conflict management styles?
3. Do managers' perceptions and privileges to generations have a significant effect on the preferred conflict management style?
4. Is there any significant difference between managers' generation/cohort in terms of using certain conflict management styles?
5. Is there any significant difference between managers' position and preference for conflict management styles?
6. Is there any significant difference between managers' status in the company and conflict management strategies?

## **1.5. DEFINITION OF TERMS**

To better comprehend the scope of the study and its background based on literature, we will define some significant terms as below:

### **1.5.1. Conflict**

The term of conflict has been defined by many scholars and researchers from various disciplines such as philosophy, sociology, psychology, anthropology, economics and political science and every single discipline contributes its definition of the process.

Coser (1967: 8) also identify conflict, such as a struggle upon values and claims to deficient status, power, and resources. The opposite parties aim to neutralize, damage, or remove their rival.

### **1.5.2. Organizational Conflict**

Individuals experience a broad range of conflicts in organizations such as inconsistency of objectives, differences over-diagnosis of facts, conflict based on behavioral expectations, etc. (Robbins and Judge, 2013: 447). Since human being exists, conflict is an integrated part of daily life from family to the workplace.

### **1.5.3. Conflict Management**

According to Mintzberg (1973), conflict management is the primary role of managers, and they would provide the development of progressing negotiation and the basic conflict styles to create an associated working place and a positive employee relationship in the organization (Lax and Sebenius, 1986).

### **1.5.4. Generations**

Generation is described as a classified group that has common birth, years, age, locating, and substantial life events at critical developmental stages. (Manheim, 1952; Kupperschmidt, 2000:66; Joshi et al., 2011, Strauss and Howe, 1991). On the other hands, some authors believe in that the individuals from the same generation who share common historical, economic and social experiences; they would also have common work values, attitudes, and behaviors (Smola and Sutton, 2002: 366; Zemke et al., 2000:10).

To discuss the intergenerational conflicts, first, the term of generation should be defined from its source. In the current studies, there are said to be five generational cohorts:

- i. Veterans (1900–1945);
- ii. Baby Boomers (born 1946–1964);
- iii. Generation X (born 1965–1980);
- iv. Generation Y or Millennials (1981-1999);
- v. Generation Z or Post-Millennials (2000-2020)

### **1.5.5. Management of Generations**

To manage the five generations which are different from each other, first, it has to be recognized and understood the problem coming up with diverging mentality and communication styles of generation in workplace born in different date. Thank proper management of generations, employees, and managers will work and communicate effectively in the organization.

### **1.5.6. Intergenerational Conflict**

When the generational differences increase, the conflict occurs widely from Baby Boomers to Generation Z. The managers can manage the conflict appropriately; it can influence both personal and organizational benefits (Silverthorne, 2005). Furthermore, conflict is supposed to affect the workflow, the effectiveness, and efficiency of job performance, outcomes such as productivity. (Meyer, 2004:184; Trudel and Reio, 2011: 399), and organizational commitment (Thomas et al., 2005: 2393).

Conflict manifests itself in different levels and dimensions in human life. Specially to understand the manager's perception of intergenerational conflict, we will examine the nature of conflict and conflict management within organizations in Chapter 2.

## **CHAPTER TWO**

### **CONFLICT TERM AND CONFLICT MANAGEMENT**

#### **2.1. NATURE OF CONFLICT**

Conflict is a fact of life, and it is inevitable (Lulofs and Cahn, 2000). The fundamental nature of the conflict is easily realized from the point of the difficulties, including in coming across everyone's primary purpose at the same time (cited in Jeong, 2008: 43).

##### **2.1.1. Defining of Conflict**

The term of conflict has been defined by many scholars and researchers from various disciplines such as philosophy, sociology, psychology, anthropology, economics, and political science and each one contributes its definition of the process. Conflict takes a leading role in human life. Since the individuals need to be in communication with others for any reasons in daily life, it has seen that it is inevitable to be kept away from conflict.

Coser (1967: 8) also identifies conflict such as a struggle upon values and claims to deficient status, power, and resources. The opposite parties aim to neutralize, damage, or remove their rival. Even though conflict is defined negatively, researches show its positive effect in the meanwhile.

As the natural outcome of human interaction, conflict is generally defined as an internal misinterpretation that takes place because of the dissimilarity in thoughts, values and feelings between two organizations or individuals (Rahim and Bonomo, 1979: 1328; Marquis and Huston, 2000: 348). The conflict that originates when the goals, interests, or values of different individuals or groups are clashing, and those individuals or groups block or hinder one another's attempts to achieve their target. (Jones et al., 2013: 880). According to De Dreu and Van de Vliert (1997);

*Conflict might arise over many different issues such as the division of scarce resources, policies, what to consider in the decision-making process, how to approach the task, what humor is funny, what norms and values are valid and*



*appreciated, and which beliefs are to be respected. The distinction between cognitive and affective issues is key to understanding productive conflict.*

McNamara (2008) indicates that people have the chance to be sincere thank to conflict. Further, conflict encourages individuals to take part in; accordingly, it helps them to find out how to realize and get the advantage of their differences. If conflict were led in the appropriate behaviors, individuals would be affected by positive results. Modern researches also show to know how to manage and handle conflict within individuals makes a positive contribution to the organization's goals. On the contrary, avoiding and withdrawing the conflict in the organization causes negative consequences.

Recognizing conflict is also the significant case for organization theory due to conflict's presence among individuals such as the chief executive officers, vice presidents, and middle managers, superiors, employees, colleagues, subordinates who are always in interaction with each other. Conflict is an inescapable facet of organizational life and a common aspect of organizational behavior (Brett, 1990: 664). March and Simon (1958) defined conflict as "a breakdown in the standard mechanisms of decision making so that an individual or group experiences difficulty in selecting an action alternative."

In addition to the states, as mentioned earlier, classical theorists have considered conflict disruptive. Conflict may become an obstacle to improve performance, increase the motivation and engagement among organizational members to work together more effectively (Clardy, 2018: 10). However, some researchers have found that conflict has notable potential to change the atmosphere within the organization on effectiveness positively (De Dreu and Van de Vliert, 1997: 23-24).

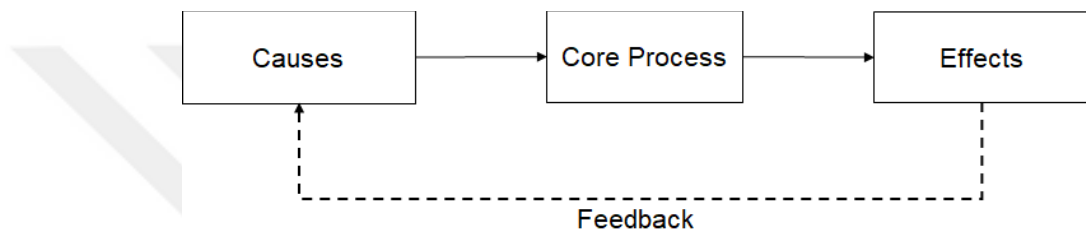
Rahim (2001: 18) claims that conflict could happen in different reasons, such as:

*(1) when a party is required to engage in an activity that is incongruent with his or her needs or interests; (2) when a party holds behavioral preferences, the satisfaction of which is incompatible with another person's implementation of his or her preferences; (3) when a party wants some mutually desirable resource that is in short supply, such that the wants of everyone may not be satisfied fully; (4) when a party possesses attitudes, values, skills, and goals that are salient in directing his or her behavior but are perceived to be exclusive of the attitudes, values, skills, and goals held by the other(s); (5) when two parties have partially exclusive behavioral*

*preferences regarding their joint actions; and (6) when two parties are interdependent in the performance of functions; or activities.*

Wall and Callister (1995) consider that conflict is that including one party comprehend that its interests are being contrary or negatively affected by another party. Further, the conflict at each level shares a generic format (see Figure 1). The fundamental model conflict includes causes, a core process which goes to results or effects. These effects have feedback for the continuity of the process.

**Figure 1: The Conflict Circle**



Source: Wall and Callister, 1995, p. 516.

If it is desired to manage conflict properly, broadly affected organizational actions must be considered with the awareness of understanding parties' positions, interactions, and finding a solution to problems as well as dealing with feelings. (Brett, 2007:115; Behfar et al., 2008: 4). Otherwise, individuals do not satisfy with their jobs due to the face of unresolved conflict.

As stated above, the conflict has been studied by various scholars. Some scholars focused on the conflict with its causes, and some scholars studied conflict as an episode; some others searched conflict as a process. However, some others analyzed conflict in a wide range. Besides, other researchers have focused on handling conflict styles. (Alakavuklar, 2007: 6) In our study, we will focus on interpersonal conflict among the different generation of individuals in organizational level. Notably, interpersonal conflict as a compound subject which is naturally the consequent of fundamental interaction for individuals in any organizational structure. (Bell and Song, 2005; Lewicki et al., 2003).

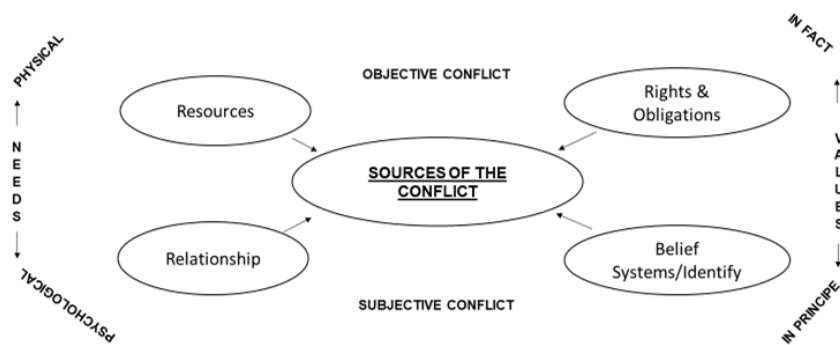
### 2.1.2. Classifying Conflict

Rahim (2001) draws our attention to classifying conflict based on its sources and organizational levels (individual, group, etc.). In addition to this classifying, we also examine the causes of conflict to understand better.

### 2.1.3. Sources and Causes of Conflict

The experiments point out that managing and handling conflict initiates by understanding the source of conflict. It might be explained the basis of conflict and related behaviors in terms of human motivation, patterns of social interaction, and institutions (Jeong, 2008: 43). The source of subjective conflict is derived from lack of relationships, personality clashes, and inconsistency in values. To deal with this kind of conflict is very hard since values and preferences cannot be met in the agreed decision. Objective conflicts can be bargained and aligned with each other (Duncan, 2005: 11) (see Figure 2).

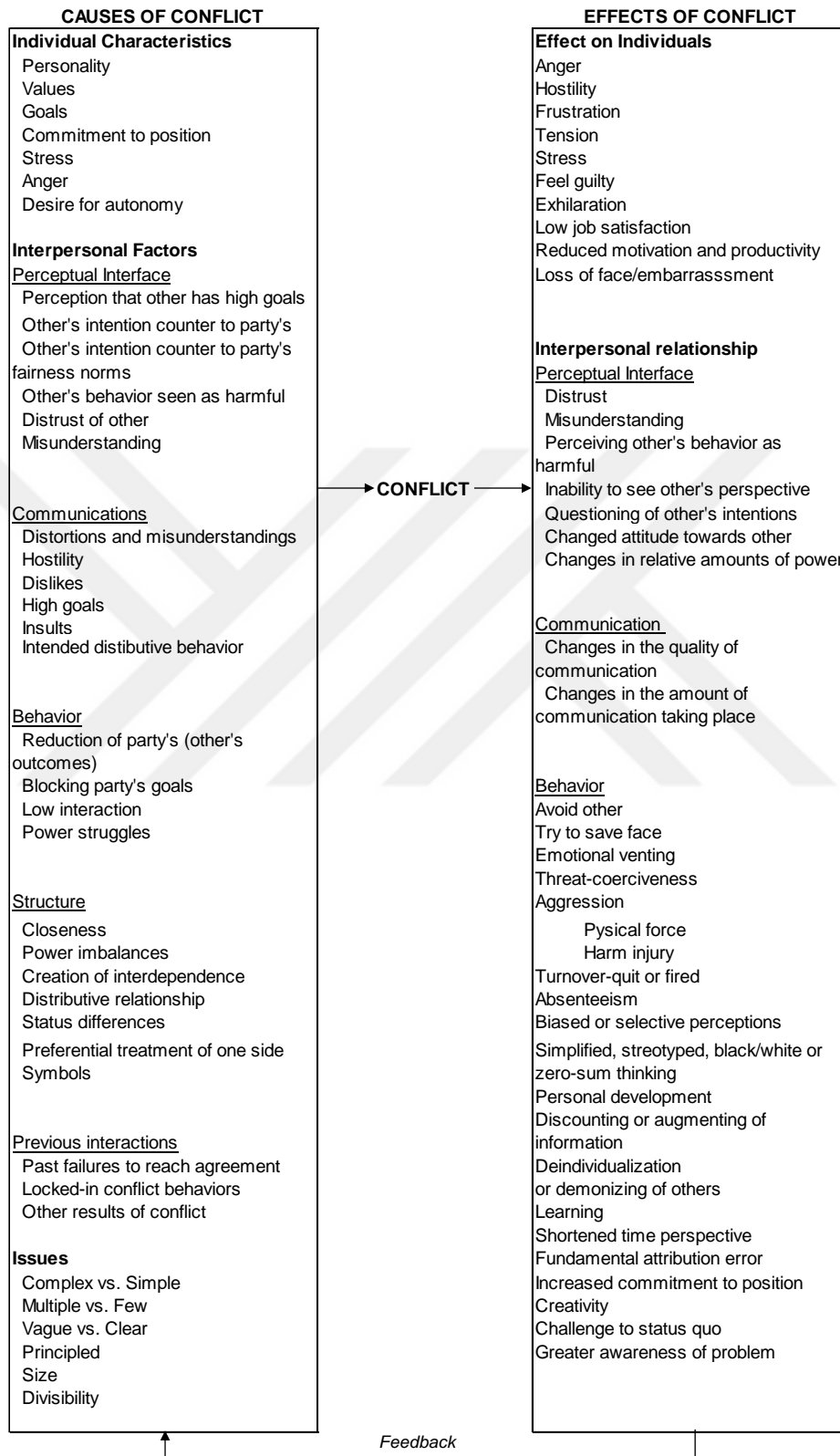
**Figure 2:** Source of Conflict



Source: Duncan, 1996

According to Rahim (2001: 21), sources of conflict can differ as “affective conflict, conflict of interest, cognitive conflict, goal conflict, substantive conflict, realistic vs. non-realistic conflict, institutionalized vs. noninstitutionalized conflict, retributive conflict, misattributed conflict and displaced conflict”.

**Table 1: Causes and Effects of Conflict**



Source: Wall and Callister, 1995: 518 & 527; cited and adapted in Alakavuklar.

The table which is seen above shows the model regarding the complex process of conflict. It is not always easy to distinguish the causes and outcomes of conflict in some circumstances. For example, an individual who works in any organization have experience of conflict, and the first feelings which are revealed to the surface are feeling antagonism and frustration. As a result of that situation, felt conflict among workers affect the relationships in a negative approach to each other. Each of these topics given in the model might be a possible scope for further studies, and different relationship levels can be examined. (Alakavuklar, 2007: 12)

#### **2.1.4. Types of Conflict**

Organization and management researchers focus on conflict's positive characteristic; such as constructive (functional) aspects in addition to its destructive (dysfunctional) outcomes. (Hempel, Zhang, & Tjosvold, 2008; Isaksen & Ekvall, 2010; cited in Coggburn, 2014: 499)

**2.1.4.1. Functional or Constructive Conflict:** Some majorities may suppose conflict to be functional if it is concluded with the constructive solution to problems or the active acquisition of subsystem or organizational goal. Otherwise, it is resulted negatively (Rahim, 2001: 12). On the other hand, functional conflict is the conflict that supports the purposes of the group and improves its performance; it is a constructive form of conflict (Polat, 2009: 43). Constructive conflicts have the aim of setting the proper balance between the interests of both parties to reach to maximum mutual gains. In the meantime, constructive conflict is structured based on functional results which are the chance to identify the problems by members to solve it. Besides, it can inspire new ideas, the process of learning, and development among individuals (Kinicki and Kreitner, 2008).

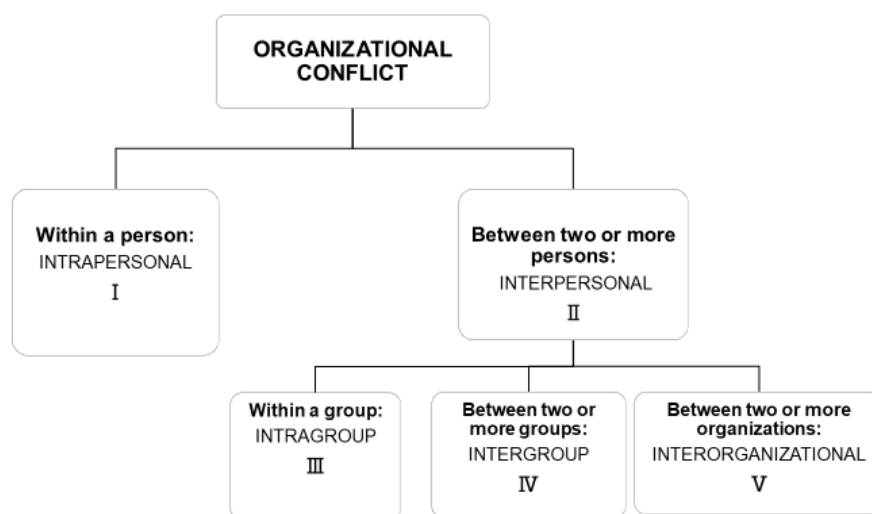
**2.1.4.2. Dysfunctional or Destructive Conflict:** The dysfunctional or destructive conflict hinders the achievement of the goals of a group. High level of tension may break out, and conflict can be the result of the current work environment that distrust among the members of a group might be perceived clearly. Thus,

dysfunctional conflict is determined as destructive among organization members and causes to be on the decline of work productivity and job satisfaction. Hence, absenteeism and job turnover also may be seen in the organization. (Management of Conflict, “What is dysfunctional conflict?” MBA Official- Free Portal, <https://bit.ly/2WPkCRX>, 20.03.2019).

### 2.1.5. Level of Conflict

As it is shown in Figure 3, the level of conflict can be distinguished four groups; intrapersonal, interpersonal, intragroup, and intergroup. Rahim (2001) classified level of conflict as intraorganizational (conflict within an organization) or inter-organizational (conflict between two or more organizations) based on levels at which the conflict occurs. Intrapersonal and interpersonal conflicts comprise of groups of people (managers, colleagues, subordinates, superiors, etc.), and in that circumstances, conflict needs special attention from the point of its development, progress, and dynamics within the group. (Cheldelin, 2003: 29). Intragroup and intergroup conflict occurs between groups and two or more units/groups within the organization. (Rahim, 2001: 24)

**Figure 3:** Classification of Organizational Conflict Based on Level of Origin



Source: Rahim and Bonomo, 1979: 1324

### 2.1.6. Stages of Conflict

If no one is aware of a conflict, it is inferred commonly that the conflict does not exist between parties. The opposition or incompatibility and some figures of interaction are needed in the process for initiating to conflict process. The conflict is defined as a process which begins when one party sense another party has or is about to affect something the first party takes cares about negatively. (Robbins and Judge, 2013:447)

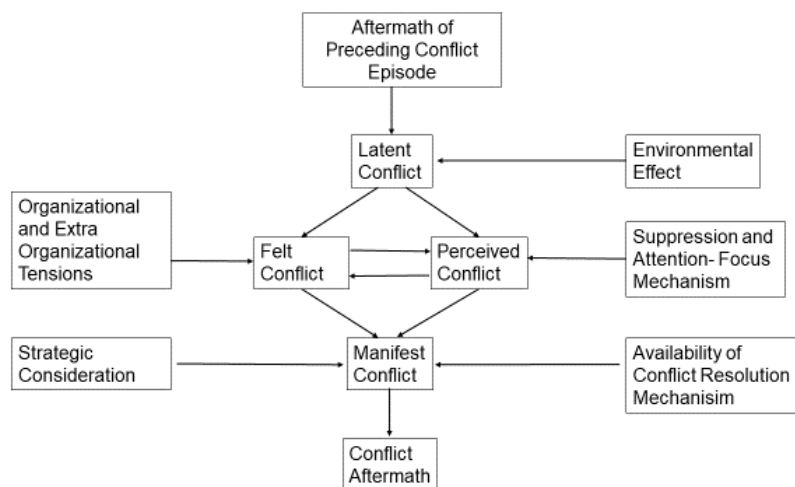
According to Pondy (1967), the conflict can be understood without difficulty, if it is considered as a dynamic process. With regards to this depict, conflict is not revealed suddenly but takes some time to develop and passes through several stages.

Five stages of a conflict episode are identified as follows:

- (1) latent conflict (conditions),
- (2) perceived conflict (cognition),
- (3) felt conflict (affect),
- (4) manifest conflict (behavior), and
- (5) conflict aftermath (conditions).

The model of Pondy displays how conflict begins and passes through different stages, as given in Figure 4.

**Figure 4:** The Dynamic of Conflict Episode



Source: Pondy, 1967, p: 306

**2.1.6.1. Latent Conflict:** In the first stage of the conflict, there are not appear conflict, but tensions arising and potential conflict exists. The particular conditions cause to latent to conflict such as competing for inadequate resources, the discrepancy in objectives and drive for autonomy, and specific subunit goals (Pondy, 1967: 300; Slack and Parent, 2006).

**2.1.6.2. Perceived Conflict:** In this state, parties are conscious that conflict exists. It would sometimes be conceived when latent conflict does not exist, and latent conflict circumstance may exist in a relationship without any of the members perceiving the conflict (Pondy, 1967: 301). If there were many conflicts in the organization, the managers would focus on conflict, which can be handled in a short time with usual methods. (Spaho, 2013:109)

**2.1.6.3. Felt Conflict:** Conflict becomes impersonated when the whole character of the individual is included in the relationship, and stress and anxiety are felt by one or more of the parties. Because of the arising of conflict, parties start to create negative feelings about the other (Bertocci, 2009).

**2.1.6.4. Manifest Conflict:** In this stage, two parties are involved in behavior which evokes a response from each other. The clearest of these responses are open aggression, apathy, sabotage, withdrawal, and perfect obedience to rules. (Management of Conflict, "What is dysfunctional conflict?" MBA Official- Free Portal, <https://bit.ly/2WPkCRX>, 20.03.2019)

According to Clardy's study (2018), the manifest conflict has various dysfunctional effects in an organization, which is perceived essential for managers.

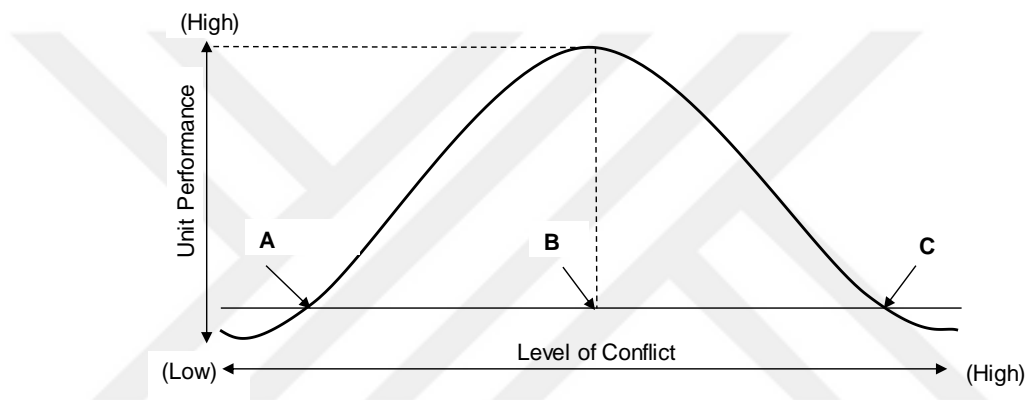
**2.1.6.5. Conflict Aftermath:** The aftermath of conflict may have positive or negative echo for the organization based on how conflict is handled. If the conflict is handled to consider the satisfaction of all parties, then, the cooperative relationship may be further established. Parties would focus on latent conflicts, not beforehand perceived and handled.



Pondy (1967) claims that three models of analyzing conflict are functioned in organizations such as following.

- i. bargaining model (for conflict among interest groups in competition for scarce resources),
- ii. bureaucratic model (for superior-subordinate conflicts, conflicts along the vertical dimension of a hierarchy)
- iii. systems model (for lateral conflict, functional conflicts).

**Figure 5:** Conflict and Unit Performance



Situation	Level of Conflict	Type of Conflict	Unit's Internal Characteristics	Unit Performance Outcome
<b>A</b>	Low or None	Dysfunctional	Apathetic Stagnant Nonresponsive to change Lock of ideas	Low
<b>B</b>	Optimal	Functional	Viable Self-critical Innovative	High
<b>C</b>	High	Dysfunctional	Disruptive Chaotic Uncooperative	Low

Source: Robins and Judge, 2013: 470

Conflict can be considered either constructive or destructive to the running of a group or unit. As seen in Figure 5, the level of conflict can be either too high or too low to be constructive. Otherwise, an extreme level of conflict prevents performance. If the conflict is seen in optimal level, then the group (unit) can stop stagnation sparks

creativity, let tensions to be free, and to be the beginner of changing without being destructive or avoiding coordination of actions. (Robbins and Judge, 2013: 469)

## **2.2. ORGANIZATIONAL CONFLICT**

As mentioned in previous headings, even though so many scholars have studied organizational conflict, the common assumption from all that conflict is defined by a different perspective. It also became a social phenomenon as a concept with implications for the understanding of conflict within and between organizations. (cited in Pondy, 1967: 296)

### **2.2.1. Historical Approaches to Organizational Conflict**

Individuals experience a broad range of conflicts in organizations such as inconsistency of objective, differences over-diagnosis of facts, conflict on the basis on behavioral expectations, etc. (Robbins and Judge, 2013: 447). Since human being exists, conflict is an integrated part of daily life from family to the workplace. For this reason, we should also examine the different approaches to organizational conflict chronologically.

**2.2.1.1. Traditional Approach to Conflict (1930 -1940):** According to traditionalists, conflict has adverse effects on the organization, and it occurs because of limited and ineffective communication, a deficiency of clearness and confidence between individuals, and the inability of managers to respond to the needs and expectation of their employees (Robbins and Judge, 2013: 448). Conflict is seen negatively by traditionalist and is referred to as violence and demolition of relations among individuals. Taylor, Weber, and Fayol have the theory of traditional approach to conflict and claimed that conflict is harmful to organizational efficiency; thereby, conflict is limited in minimum level in organizations (Rahim, 2011).

#### **2.2.1.2. The Human Relations or Contemporary Approach (1940 – 1970):**

George Elton Mayo, Mary Parker Follett, and Chester Barnard are among human relations view theorists. According to their consideration, conflict is perceived as a natural and inevitable outcome of individuals working along with groups and teams. With this, the conflict does not show any negative or positive aspects to effect on the performance of people (Robbins et al., 2003). Most of the researchers during the late 1960s had a principal focal point on the structural sources of conflict, uniquely that took place between various functional departments, between organized interest groups, and across different levels in an organization (Alakavuklar, 2007: 13).

**2.2.1.3. The Interactionist Approach:** Regarding the perspective of those scholars, conflict is necessary for the organization to get better performance. The first view is that conflict helps to process of improving productivity if it is not too high. So, interactionists believe that a low level of conflict is not harmful, unlike at the desired level, it can inspire creativity and contribute positively.

Roloff claims that (1987: 496; cited in Rahim, 2001:19), “organizational conflict happens when members are into activities that are incompatible with those of colleagues among their network, members of other units, or uncommitted individuals who benefit from the services or products of the organization.”

Pondy (1967) points out that conflict may be functional alongside dysfunctional for the individual and the organization. It is crucial to adjust the level of conflict as an indicator within the organization. Conflict might be substantive if it generates the solution to any problem, on the contrary, little or no conflict in the organization would cause to stagnation, poor decisions, and ineffectiveness which results as dysfunctional outcomes in the organizations (Rahim, 2001: 12). Consequently, it can be said that it is threatening have too many conflicts or not to have any conflicts at all for the organization (Spaho, 2013:104).

On the other hand, the conflict has effects on organization positively such as, creating developmental ideas, innovations, taking eligible decisions and solving problems, processing re-engineering, developing solidarity, and group cohesion, as well as negative effects, are specified that adverse effects are also seen bad cooperation. (Bahtijarević, 1993, 57) We believe in that to reduce the negative impact

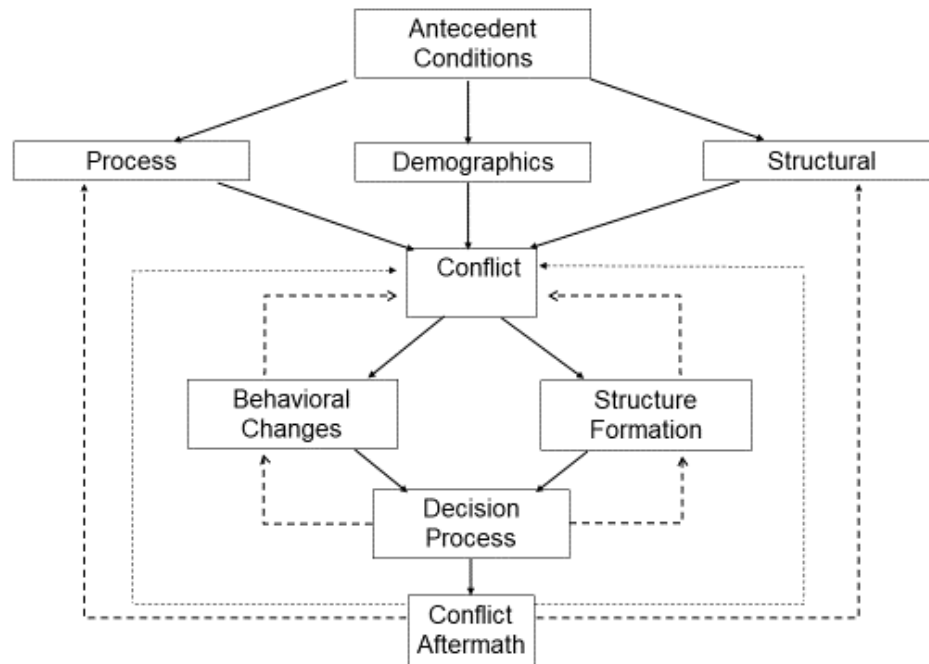
of conflict in today's organizations; a macro organization strategy is needed to build constructive dimension and create an organizational learning process among individuals.

### **2.2.2. Organizational Conflict Model**

For years, so many models of organizational conflict have been developed and illustrated by various scholars and each of them present conflict from the divergent process such as process, the cycle of conflict, concluding of conflict — a cycle of conflict based on an initiating event, an influencing event, and a concluding event.

Rahim's model (see Figure 6) begins with the antecedent conditions or sources of conflict, which can be a classification of process and structural. Then it is supposed that conflict might affect the behavior and attitudes of parties toward each other. Further, the structural formation of the organization can also change the structure of the conflict. When the parties intend to resolve the dispute, they meet to make decision-making. If the conflict is within the group, the majority vote or team leader has influences on decision-making. In the case of hierarchical conflict between subordinate and superior, the decision is usually taken by the superior and informed the subordinate. In the case of horizontal conflict between two managers at the same organizational level, the superior of the two parties is often called for to decide to deal with the conflict. After participants of conflict take a mutual decision, then its repercussion can be monitored along with conflict aftermath, and that would have influence on the variables of previous conflict such as structure of the organization or might have the potential occurring of a new conflict.

**Figure 6: A Model of Organizational Conflict**



Source: Rahim, M.A, 2001: p.120

To reduce conflicts in an organization in the long term, it is required to define all previous conflicts, their causes, and the way they were solved by individuals' strategy. Based on these conclusions, the head of management take in charge of structural changes, make a modification of objectives, diagnose the relations between authority and responsibility again and, if it is required, make the decision of changing the ultimately organizational structure (Kiss, 2007: 385).

### **2.3. HANDLING INTERPERSONAL CONFLICT STYLES**

Conflict occurs most frequently within organizations in the level of interpersonal, which have a broad impact on organizational performance outcomes (Rahim, 2001: 122). Since last century, researchers studied on handling interpersonal conflict, most of them ultimately agree on a five-style model of conflict management (see Table 1) is the most appropriate conceptualization of interpersonal conflict management phenomena (Cited in Alakavuklar, 2007: 34).

**Table 2:** Styles of Handling Interpersonal Conflict

Models	Styles				
	I	II	III	IV	V
<b>Two Styles</b>					
Deutsch, 1990	Cooperation	-	-	Competition	-
Knudson, Sommers & Golding, 1980	Engagement	-	Avoidance	-	-
<b>Three Styles</b>					
Putnam & Wilson, 1982	Solution-Oriented	Non-Confrontation	-	Control	-
Lawrence & Lorsch, 1967	Confrontation	Smoothing	-	Forcing	-
Billingham & Sack, 1987	Reasoning	-	-	Verbal Aggression Violence	-
Rands, Levinger, & Mellinger, 1981	-	-	Avoid	Attack	Compromise
<b>Four Styles</b>					
Pruitt, 1983	Problem Solving	Yielding	Inaction	Contending	-
Kurdek, 1994	Problem Solving	Compliance	Withdrawal	Engagement	-
<b>Five Styles</b>					
Follett, 1940	Integration	Suppression	Avoidance	Domination	Compromise
Blake & Mouton, 1964	Confrontation	Smoothing	Avoiding	Forcing	Compromise
Thomas, 1976	Collaborating	Accommodating	Avoiding	Competing	Compromising
Rahim, 1983a	Integrating	Obliging	Avoiding	Dominating	Compromising

Source: Rahim, 2001, p.122

### 2.3.1. Model of Two Styles

The simple cooperative-competitive model was suggested firstly in terms of social conflict research by Deutsch (1949) (cited in Rahim, 2001: 24). He believes in that if a conflict occurs within interpersonal, the parties approach each other based on the dimension as cooperative vs. competitive. Deutsch and fellows have supposed that compared to the competitive style, the cooperative style is more effective in managing conflict, result in a more functional outcome. Deutsch's theory gives a chance to understand conflicted parties, who already perceive each other in a competitive

position. These studies have not claimed evidence to correlate cooperative style with job performance and productivity positively (Rahim, 2001: 26).

### **2.3.2. Model of Three Styles**

The model of three styles of handling interpersonal conflict was introduced by Putnam and Wilson (1982) such as nonconfrontation; (obliging in Rahim), solution-orientation (integrating in Rahim), and control (dominating in Rahim) and by Lawrence and Lorsch (1967) such as forcing, smoothing, and confrontation. According to Rahim, the main limits of those models measure that the theoretical basis for the three category conflict styles is not apparent and statistical instruments and methods for investigating and analyzing the factors are not sufficiently robust.

According to Rahim's criticism that evidence of how the three styles influence organizational behavior and management is deficient to use this model in an organization.

Since now, the researchers have not contributed to figure out any evidence regarding the relationship between the three conflict styles and individual, group, and organizational outcomes. Therefore, this model has not improved (Rahim, 2001: 27).

### **2.3.3. Model of Four Styles**

Pruitt (1983), an authority on the model of four styles affirm that four styles of handling conflict consist of yielding, problem-solving, inaction, contending. Even though this model is much more developed than previous two; these styles still were based on the two-dimensional model that is constituting of concern for self (high or low) and concern for others (high or low). Accordingly, Pruitt (1983) and Pruitt and Carnevale (1993) offer empirical evidence that problem-solving has strong concern about both its own and other's outcomes, yielding is stimulating when a party has a concern about only other's outcomes, contending is stimulating when party has a strong concern only about its outcomes and avoiding is stimulating when party has a weak concern about both its own and other's outcomes. It is seen that as a conceptualization, the compromising has not located in the model. Pruitt (1983)

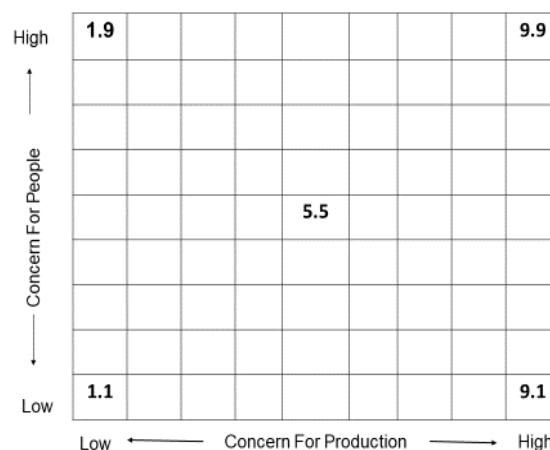
discussed that compromising style is reluctant problem solving/integrating effort for the party, and for this reason, it is useless to assess that dimension.

#### 2.3.4. Model of Five Styles

The first investigation into the five styles of handling interpersonal conflict suggested by Mary in 1926. Concerning her conceptualization, there are three main ways of handling organizational conflicts such as domination, compromise, and integration. Besides, secondary techniques of handling conflict, such as avoidance and suppression added. (cited Rahim, 2001:27)

Blake and Mouton (1964) also present a model which is called the Managerial Grid. Regarding this approach, the managers prefer to use dominant interpersonal conflict management style to assess the levels of their concerns upon production and individuals (over individuals' needs). They classified the styles of handling interpersonal conflicts into five types: Forcing, withdrawing, smoothing, compromising, and problem-solving. (Rahim, 2001:27). Thomas (1976) regarded the intention of a party such as cooperativeness corresponds to satisfy the other party's concerns, and assertiveness is related to satisfy one's own concerns (see Figure 7).

**Figure 7:** The Managerial Grid



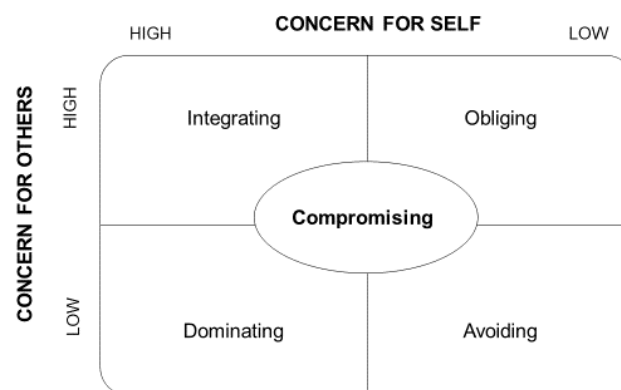
Source: Robbin, S. P. (2003) p.318



Rahim (1985, 1986; Rahim & Bonoma, 1979) revealed five conflict styles, which seen in organizations such as avoiding, compromising, dominating, integrating, and obliging. Rahim and Bonoma (1979) classified handling interpersonal conflict on two main dimensions: Concern for self and concern for others. In the first-dimension individual tries to satisfy his/her personal concerns. The second one refers to an individual who attempts to satisfy others' concerns. The affiliation of these two dimensions creates five styles: Integrating, obliging, dominating, avoiding, and compromising. These styles engage with a variety of organizational variables (Rahim, 1985, 1986; Rahim & Bonoma, 1979), such as corporate position, organizational climate, occupational burnout, work satisfaction, gender, and education (Lee, 1990; Posner, 1986; Rahim, 1990). With this regard, Rahim (1983) progress Rahim Organizational Conflict Inventory, which has been extensively used by following researches.

Rahim (1983) and Rahim and Bonoma (1979) diversified the styles of handling interpersonal conflict on two fundamental dimensions: concern for self and concern for others. The first dimension represented the degree (high or low) that individual try to satisfy his or her own concern. The second dimension represents the degree (high or low) to that the individual wants to satisfy the concern of others.

**Figure 8:** The Dual Concern Model of the Styles of Handling Interpersonal Conflict



Source: Rahim, 1983, p: 369.

**2.3.4.1. Integrating Style:** Rahim (2001:29) points out that integrating style indicates a high concern for self and others. This style also refers to problem-solving so that parties collaborate, and they are ultimately eager to reach a common and satisfying solution. As Gross and Guerrero (2000: 204) studied of Rahim's model, the integrating style may be seen as the most effective style due to include a focus on the partner, allowing a mutually efficient and collaborative solution to emerge.

Rahim highlights the two typical elements of this style suggested by Prein (1976), which are confrontation and problem-solving. Confrontation involves open communication; clarify misunderstanding and analyzing causes of conflict. These requirements are also needed for problem-solving which providing maximum satisfaction of concerns of both parties (Rahim, 2001: 29)

Weider-Hatfield and Hatfield (1995: 696) claimed that there is a positive relationship with integrating style and individual job satisfaction, outcomes, etc. The using of integrating the style of handling interpersonal conflict is reducing disagreement between parties, and it results from having an atmosphere of trust, openness, and equality.

**2.3.4.2. Obliging Style:** This style indicates low concern for self and high concern for others. It also refers to accommodating in literature. This style relates to a non-confrontation element characterized by the attempt to minimizing differences and emphasizing commonalities to satisfy the concern of the other party (Rahim 2001:30). Obliging might be a suitable strategy when the conflict is not available to resolve to the satisfaction of two parties. (Gross and Guerrero, 2000: 207)

**2.3.4.3. Dominating Style:** This style is referred to as competing or forcing, indicates a high concern for self and low concern for others. A dominating people go along with their rights and disregard others' needs and expectation. They believe in that to being right and correct; they must defend their position to be the winner. It also refers to a win-lose style expression of a forcing behavior to win one's place. (Rahim, 2001: 29). The outcome of this style is win-lose; only one person comes out of it as a winner. (Messarra et al., 2016: 794)

**2.3.4.4. Avoiding Style:** This style indicates low concern for self and others. It has been associated with withdrawal. (Rahim, 2001: 29) It is also considered a lose-lose situation (Gross and Guerrero, 2000: 207).

The avoiding style is also known as indirect and uncooperative. In the process of this kind of style, one part wants to either solve the conflict, unlike other part refrains from facing with other side or from disregarding a conflict and from avoiding others with whom disagree (Robbins and Judge, 2013: 453).

**2.3.4.5. Compromising Style:** This style indicates intermediate concern for self and others. It involves making a mutually acceptable decision (Rahim, 2001: 30). In this style, there is no exact winner or loser.

In the compromising style, employees give up things for sharing common interests with others, and there is an appropriate degree of concern for others and themselves (Chen et al., 2012: 155).

**Table 3:** Conflict Management Styles and the Situations Where They Are (In) Appropriate

Conflict Style	Situations where appropriate	Situations where inappropriate
Integrating	1. Issues are complex 2. Synthesis of ideas is needed to come up with better solutions 3. Commitment is needed from other parties for successful implementation 4. Time is available for problem-solving 5. One party alone cannot solve the problem 6. Resources possessed by different parties are needed to solve their common problems	1. Task or problem is simple 2. Immediate decision is required 3. Other parties are unconcerned about the outcome 4. Other parties do not have the problem solving skills
Obliging	1. You believe you may be wrong 2. Issue is more important to the other party 3. You are willing to give up something in exchange for something from the other party in the future	1. Issue is important to you 2. You believe you are right 3. The other party is wrong or unethical

	4. You are dealing from a position of weakness 5. Preserving relationship is important	
<b>Dominating</b>	1. Issue is trivial 2. Speedy decision is needed 3. Unpopular course of action is implemented 4. Necessary to overcome assertive subordinates 5. Unfavorable decision by the other party may be costly to you 6. Subordinates lack expertise to make technical decisions 7. Issue is important to you	1. Issue is complex 2. Issue is not important to you 3. Both parties are equally powerful 4. Decision does not have to be made quickly 5. Subordinates possess high degree of competence
<b>Avoiding</b>	1. Issue is trivial 2. Potential dysfunctional effect of confronting the other party outweighs benefits of resolution 3. Cooling off period is needed	1. Issue is important to you 2. It is your responsibility to make a decision 3. Parties are unwilling to defer, issue must be resolved 4. Prompt attention is needed
<b>Compromising</b>	1. Goals of parties are mutually exclusive 2. Parties are equally powerful 3. Consensus cannot be reached 4. Integrating or dominating style is not successful 5. Temporary solution to a complex problem is needed	1. One party is more powerful 2. Problem is complex enough needing a problem-solving approach

Source: Buddhodev, 2011

## 2.4. CONFLICT MANAGEMENT

In general sense, conflict management is differentiated from other terms as its functionality. Conflict management is not avoidance, reduction, or termination of conflict (Rahim, 2001: 76). The contemporary organizations should have effective strategies to minimize the dysfunctions of conflict. It is clearly stated earlier that, at

least a little conflict is needed and thereby, organizational members can learn how to communicate correctly and handle their disagreements effectively.

According to Mintzberg (1973), conflict management is the primary role of managers, and they would provide the development of progressing negotiation and the basic conflict styles to create an associated working place and a positive employee relationship in the organization (Lax and Sebenius, 1986).

Darling and Fogliasso (1999) conclude that it is impossible to extinguish the conflict entirely by managers however if they try to manage it well both members would satisfy from result and organization might be affected as the quality of outcomes. In conclusion, the unresolved conflict is resulting in high employee turnover, job dissatisfaction low productivity (Hom and Kinicki, 2001).

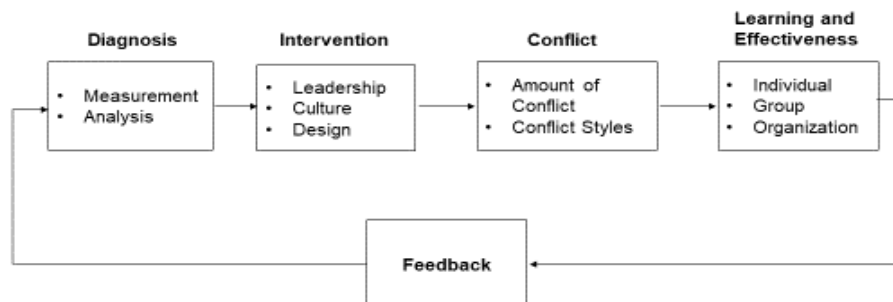
#### 2.4.1. Conflict Management Process

Organizational conflict management takes place through a series of successive steps. It is the process of applying problem-solving to the problem.

Although different steps are made in various sources, it can be said that a manager who considers managing the conflict in a way that can contribute to the aims of the organization should fulfill the four steps below.

The management of organizational conflict involves the diagnosis of and intervention in the conflict. An appropriate diagnosis should include the measures of the amount of conflict, the styles of handling conflict, sources of conflict, and learning and effectiveness (Rahim, 2001: 95).

**Figure 9:** Process of Conflict Management



Source: Rahim, 2002 p: 222

- i. **Diagnosis:** Identifying a problem is an appropriate diagnosis of conflict in an organization. If the problem were recognized well, then an effective intervention would be made. Therefore, the essential issue is to find out the cause of the problem.
- ii. **Intervention:** There are two basic approaches to intervention in conflict: process and structural (Rahim & Bonoma, 1979). The intervention is especially needed in case of too many affective conflicts and too little substantive conflicts.
- iii. **Conflict:** Conflicts have two dimensions, one consisting of disagreements relating to task issues and the other, consisting of emotional and interpersonal issues which lead to conflict.
- iv. **Learning and Effectiveness:** Organizational learning that involves knowledge acquisition, knowledge distribution, information interpretation and preserving organizational memory, which involves processes and structures for transferring what is learned by individuals to the collective (Spaho, 2013: 112)

#### **2.4.2. Conflict Management Styles and Strategies**

The critical elements of the conflict management strategy are the early recognition of the conflict and paying attention to the conflicting parties. These elements are essential when a manager copes with functional or dysfunctional conflicts. (Omisore, and Abiodun, 2014: 132)

In particular, the managers need to understand the process of conflict to solve appropriately and should take critical strategy to handle and manage it. In light of Rahim's study (2002: 210), an effective conflict management strategy should:

- i. Minimize affective conflicts at various levels
- ii. Attain and maintain a moderate amount of substantive conflict
- iii. Select and use appropriate conflict management strategies

#### **2.5. PERCEPTION OF CONFLICT BY INDIVIDUALS**

Perception is defined as a way of understanding or having a sense and interpreting something based on appearances by individuals (Cambridge Dictionary,

<https://t.ly/r6Zv>, 20.05.2019). There is a wide range of research regarding communication, and conflict management is conducted, which claims that conflict is originated from the perception of individuals (Canary and Spitzberg, 1987: 98). Besides, Rothman (1997) believes in that, conflict management is perceived based on the cause of the conflict by the individuals in the organization. Therefore, the perception of conflict by people is mainly based on individual assumptions, expectations, experience, and history. Starting from this point of view, individuals perceive the conflict in their workplace as a negative fact of the working environment.

According to Jehn (1995: 263) conflict is perceived detrimental and it should be avoided otherwise, individuals would have effective negative reactions such as frustration and dissatisfaction, sense of belongingness to the group (Avgar, et al.2014: 280). On the contrary, in recent decades, popular views regarding conflict have been transformed and what was once seen as negative and destructive aspect has assessed by many scholars as positive phenomena (Deutsch and Coleman 2000). These scholars review conflict as a natural and necessary form of socialization which can help both individuals and society (Shantz 1987; Johnson and Johnson 1996).

Perception of a situation is a critical factor that affects the choice of action. Thus, it is crucial to study a relationship between perception and to select an appropriate style in managing conflicts (Yousaf, N., <http://nyousaf.com/research-interests/conflict/>, 20.05.2019)

In the light of literature, conflict term and handling of conflict management styles are examined. Further, generational issues with a literary approach will be investigated to explore the relation in Chapter 3.

## **CHAPTER THREE**

### **GENERATION AND INTERGENERATION CONFLICT MANAGEMENT**

In that chapter, the generation term, intergenerational conflict will be examined in detail. We will figure out how much the managers and HR leaders get ready to work with Generation Z and perceive the conflict between Generation Z and their superiors or co-workers.

#### **3.1. GENERATION INTRODUCTION**

Generational issues have been the most sought-after topic in the national-international press, accessible journals, business consultancy publication, and theoretically in academic literature in recent decades. When Generation Y has shaken the world of management, both academia and Human Resources leaders and management experts have begun to scrutinize the subject. The more, the younger generations' number increase in the workplace, the more researchers and experts need to study the intergenerational issues, which mainly the part of problems conflicting among managers, co-workers, superiors, and subordinates.

In recent times, the researchers have focused on Millennials' behaviors, attitudes, values, work ethics, etc. in the workplace. Nowadays the Human Resources experts must deal with another group which known as Generation Z is seen gradually in the workplaces. Even though there are no significant differences in these closest generations (Generation Y and Z) as age, there are notable differences between their ways of thinking, attitudes, behavior, value systems, and flexibility. Hence, conflict might be supposed to affect employer-employee relations negatively or positively in the workplace. Aside from these closest generations' distinctness, -compare to formers- they ask for a different leading style and use of instruments and organizational culture which can be challenging issue for leaders or managers (Halman et al., 2011: 40).

If the managers can manage the conflict appropriately, it may positively affect organizations (Silverthorne, 2005). Furthermore, conflict is supposed to change the workflow, the effectiveness, and efficiency of job performance, outcomes such as



productivity. (Meyer, 2004; Trudel and Reio, 2011), and organizational commitment (Thomas et al., 2005). For this reason, it is critical to focus on managers' perception and approaches, which inspire the preferred conflict management styles and decisions of managers when they encounter conflict.

Considering the population of Generation Z in Turkey by 2018, which is the most significant number with the percentage of 31,3% (25.606.597) in the labor market, conducting this study becomes essential for business management and future researches. As much as Generation Z gets a position in the workplace, the conflict sources and causes will be shaped differently in terms of the parties and managers who take responsibility to handle conflict for corporate benefits.

**Figure 10:** Generations in Turkey (2018)

	<b>Traditionalist</b>	<b>Baby Boomers</b>	<b>Generation X</b>	<b>Generation Y</b>	<b>Generation Z</b>
Birthday Years	1923-1945	1946-1964	1965-1979	1980-1999	2000-
Population in Turkey	2.679.865	12.056.657	15.832.599	25.662.902	25.606.597
Rate of Population (%)	<b>3,3</b>	<b>14,7</b>	<b>19,3</b>	<b>31,4</b>	<b>31,3</b>

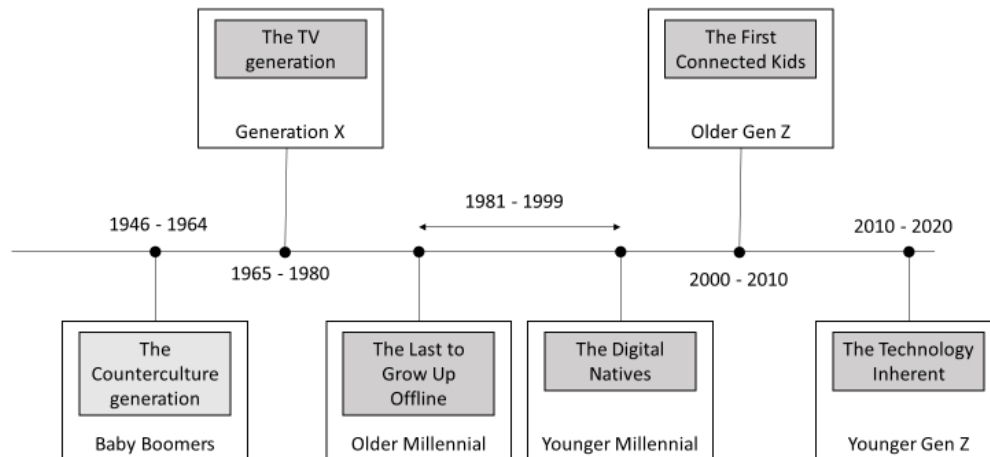
Source: <http://tuik.gov.tr> , 07.05.2019

Consequently, while the generational differences increase, the conflict occurs widely from Generation Baby Boomers to Generation Z. Although experienced workers are conceived supportive, well-educated, and motivated to distribute their knowledge to younger workers, they are perceived that they have difficulty in undertaking multitasking works and resisting changing immediately. (Patel et al., 2018: 133). Therefore, to handle these distinctive challenges for the management is to initiate with using new motivational systems and tools for retaining young generations and satisfying older generations. Besides, a broad range of organizational reactions must be interpreted such as common understanding of positions, clear communication, and problem-solving, cooperation through effective teamwork, as well as dealing with emotions among older and young generations (Brett, 2001:1908; Behfar et al., 2008: 171).

On the other hand, the head of management and HR experts must consider proposing another point of view or a desirable career, an attractive working

environment, suits explicitly with Generation Z. All those actions mentioned above will ultimately maintain the success of the company. (Bencsik et al., 2016:95)

**Table 4:** Generations



Source: Adapted from The NPD Group and Culture Waves, <https://www.npd.com/wps/portal/npd/us/news/tips-trends-takeaways/guide-to-gen-z-debunking-the-myths-of-our-youngest-generation/>, (29.04.2019))

To discuss the intergenerational conflicts, first, the term of generation should be defined from its source. In the current studies, there are five generational cohorts are in the workforce actively:

- i. Baby Boomers (born 1946–1964);
- ii. Generation X (born 1965–1980);
- iii. Generation Y or Millennials (1981-1999);
- iv. Generation Z or Post-Millennials (2000-2020)

### 3.1.1. Defining of Generations

Since over the past years, the term of generation has been studied by the several sciences in a diverse range of disciplines and fundamentally is specified as "a series of birthdays of a group of people" (Jopling, 2004: 11). Despite this simple definition, we need to classify the individuals with their significant traits affected by some events occurred. Therefore, having a common birth year is insufficient for individuals. They must have shared experiences with other individuals, which affect their daily life (Parry and Urwin, 2017: 141)

Generation is specified as "an identifiable group that shares birth, years, age, location, and significant life events at critical developmental stages." (Manheim, 1952; Kupperschmidt, 2000; Joshi et al., 2011, Strauss and Howe 1991). On the other hands, some authors believe in that the particular group from the same generation who share common background of history, similar social incidents; so that they are sharing a common feelings, work values, and approaches (Smola and Sutton, 2002: 366; Zemke et al., 2000:10).

The definition of generation concept differs from diverse disciplines. (Eriş et al. 2013, 152). However, the term, in general, is rooted in standard time, which the groups of people were born, grew and acquired their life and had interactive features and point of view when any events from their period influence them. (Berkup, 2014: 218). It is underlined that common historical, social, and cultural events take the form of every generational cohort. Preferences, work styles, and professional objectives reflect generations' unique traits based on shared values and backgrounds (McDonald, 2008, cited in Stefan and Yazdanifard, 2014).

**3.1.1.1. Traditionalist:** The generation that called as the Traditionalists is referred to "the Silent Generations, Matures, Veterans, Seniors or Radio Babies" were born between 1900 and 1945. According to Clarke (2009), their principal values are known as conformity and sacrifice. They do not want to face risky situations, and there are quite resistive to reforms or changes. Most of them are already retired and left from the workforce.

The traditionalists are identified as "loyal and respectful of authority; stubbornly independent; dependable with a great work ethic; experienced with a lot to offer; high commitment to quality; great communication and interpersonal skills; able and willing to learn" (Johnson L. and Johnson M, 2010: 17). The traditionalists are the generations who are suffered from economic troubles, scarcity, hunger, unemployment. For those reasons, they are forced to save money due to get ready to face uncertain situations. Therefore, in Turkey, also Traditionalists' life has been formed negatively with economic crises and hardness of the Second World War. (Adıgüzel et al., 2014: 171) They were willing to keep their positions in their job because of financial security, which is the essential aspects of their life (Berkup, 2014: 219).

Traditionalists believe in that business is "work hard," "work to live," and "work comes before pleasure" because of the experiencing the uncertain events during War Period. Traditionalists respect authority and hierarchical system. They are keeping relationships with their superiors formal, and respect seniority and job titles. (Lieber, 2010:88).

**3.1.1.2. Baby Boomers:** The Generations of Baby Boomers were born between 1946-1964. Approximately one billion of newborn babies were entitled "Baby Boomers" soon after the Second World War. This generation has had many effects on the world. Thanks to Baby Boomers, the economy was reinvigorated, consumption society was revealed, and new living areas have been developed around the cities.

Baby Boomers were born during the period of revolution and uncertainties of the multi-party period in Turkey. They are also called as Cold War Generation reached to high population number after the war.

Boomers are known as a workaholic, strong-willed employees who pay attention actively to work content and material gain (Kupperschmidt, 2000). They value positions, personal satisfaction, motivate to external recognition (Lieber, 2010: 87). Baby Boomers are more loyal to their team because of their backgrounds. They are the children of Traditionalist, and they have been learned to keep their job and to

have an approach that is more conventional. They believe in that if they work more, they would be appreciated. Hence, their motto is “live to work”.

**3.1.1.3. Generation X:** The members of Generation X were born between 1965-1980 ranging in age from 39-54, and they are nearly the first generation to be able to think globally through the events which occurred in the worldwide.

In the life span of Generation X grew up, there were the oil crises and economic depression over the world. Furthermore, this generation was affected by polarized university conflict event among students from the right and left hand in Turkey.

Generation X is a transitional generation between old generation such loyal and dedicated Baby Boomers and Traditionalist and Generation Y and Generation Z such techno-savvy. They are the first generation who have a common way of thinking from a global perspective.

The individuals grew up in a divorced family environment. They have parents who are workaholic and do not have a balance between work and family. Generation X is actively eager to change the motto of the Baby Boomers “live to work” as “work to live”. Consequently, they try to have a balance between work and leisure time. They are independent workers, responsible, family-focused, and hardworking.

They do not prefer an annoying and stressful working environment. They see a workplace to learn and develop themselves (Miller and Washington, 201; cited in Berkup, 2014: 2014: 221). Generation X employees are capable of doing several things at the same time; consequently, they tend to multitask parallel thinkers (Kupperschmidt, 2000).

An essential aspect of their working life is to increase their success and career. They are not willing to keep on collaborating in an organization where they see difficulties to increase the success in their career. Generation X cares the personal development.

According to Generations X, if the work is complete, they do not pay attention to the process. Their primary motivation is to have outcomes rather than process. Thus, this standpoint of Generations X is considered as they are not concerned about their work and task they get.

**3.1.1.4. Generation Y:** Generation Y, which is also called as “Millennials, Generation Next, Digital Generation, Nexters, Echo Boomers, Trophy Kids, Generation, www, Net Generation, Gen N” (Jain & Pant, 2012). This generation was born along with an increase in the rate of using technological devices. Whenever they need to access any information, they can connect to internet and look for via their computer, smartphones, tablets, etc. Therefore, it does not matter to find out the answer to the question “Why” when they faced circumstances. For this reason, it is also called as “Why” Generation. They were born between 1981-2000 ranging ages from 38-19.

The members of Generation Y are independent individuals. Thanks to their conscious families, they have become well-educated generations. They studied at well-known universities in order to get good jobs. They are also supposed that as a techno-savvy generation they are highly self-confidence, and to have the potential to change anything if they request as a “free soul”. On the other hand, they accept change easily; they are open to cooperate with anybody from different environment, ages, sexual choices, or origins.

Millennials are defined as “special, sheltered, confident, team-oriented, conventional, pressured, and achieving” (Howe and Strauss, 2000). The members of this generation who can do several jobs at the same time and prefer to have multitasking responsibilities in their jobs. (Schäffer 2015, cited in Bencsik et al. 2016: 93).

The greater number of Generation Y actively take part in the workplace even as the manager to older generation. They already begin to welcome fewer Generation Z. Generation Y can also think globally in comparison with former generations because they were born into world globally connected. (Berkup, 2014: 222). Besides, Generations Y is willing to improve their society and to change their environment. Therefore, they would take into consideration to influence Generation Z. However, they would not care their employer /supervisor if they feel that they are not in crucial position concerning the vision of company (Dan Schawbel, “Millennials vs. Baby Boomers: Who would you Rather Hire?” Time, 29.03.2012, <http://business.time.com/2012/03/29/millennials-vs-baby-boomers-who-would-you-rather-hire/>, (01.05.2019)). They would like to be worthwhile sharing their opinion and involved in decision-making process (Mukundan et al., 2013: 83).

Unlike Baby Boomers, Generation Y lives for today, and they dislike having plans for a long period from ahead. Therefore, the motto of the Generation Y regarding life is the “First live. Then work”. Generation Y always look for opportunities in their work life. If they do not believe in improving their career, they would leave from their present job faithlessly. They do not think that is regarding ethic. Therefore, they are not afraid becoming unemployed thank to their parents who would support them in any case.

**3.1.1.5. Generation Z:** The Generations Z are welcomed in the workforce today (Lanier, 2017:288). There is no consensus regarding which years correctly starting with Generation Z. In the light of Adigüzel’s study (2014: 174). Generation Z was born between 2000 and 2020 on the other hand, Ayhün (2013: 102) describes Generation Z as who was born in 2003 and later. However, in the world literature, Tulgan (2013: 1) admit their birth year as in the 1990s and growing in 2000s. Levickaitė (2010: 172), Pozzulo (2013: 63) and Akar (2015: 38) admit the same in their study.

We believe that individuals reflect the features of Generation Z based on the technological development process and the power of social media in Turkey around the 2000s. Thereby, the members of Generation Z are compound of the people born since 2000, are also called as “Children of the Internet, Digital Generation, Media Generation, .com Generation or Instant Online” (Levickaite, 2010).

According to Seemiller and Grace (2015), “the most important characteristic features of Generations Z are to be loyal, compassionate, thoughtful, open-minded, responsible, determined”. Although they are loyal to their profession, it is not seen for the organization if they are not paid higher salaries than they expect.

Generations Z are also “financially conscious, global-minded, having little experience or no experience at all, tech-savvy” (Sladek and Grabinger, 2014:4)

It is evident from the sources that they are techno-geeks and like to learn everything on their own (Chillakuri and Mahanandia, 2018: 36). Generations Z is vigorous at achieving their goals. To get a successful reputation in a competitive environment, they believe in that education is the crucial element to improve them

selves. They also work as part-time while studying at university. Generation Z “has the highest motor skill synchronization for hand, eye, and ear in the history of humanity. So, they are expected to be better at multitasking, be creative, and prefer a non-standard and personalized workplace” (Berkup, 2014: 224)

In comparison with the closest generation (Generation Y), Generation Z is more entrepreneurial. They like to be creative and innovative in their workplace; for this reason, they expect to be provided independent workplace and environment.

Researches indicate that this generation is a multitasker and is bored with doing a single task. Furthermore, they are eager to learn new things and enthusiastic about specific time on their smartphones or other technological devices to search and learn new things (Zhitomirsky- Geffet and Blau, 2016: 687).

According to the survey, which is conducted by Havlíček and the other researchers (2018), Generation Z pays attention to have healthy interactions and relationship with the workplace. They expect intensive links and demand to see feedback from their mentors. They are open to contact and communicate with their mentors and are comfortable to work in smaller teams. Because they appreciate teamwork to be more fun; another reason for this preference is to avoid probable risk. (Kumpikaite and Duoba, 2013: 829).

To benefit from Generation Z effectively in the workplace, managers must make more effort to engage them to the requirement of the corporate world. It is a most critical issue to help to Generation Z to suit them into their business society and organizational culture and to consider them as a productive employee in the digital age (Tim Elmore, “How Generation Z Differs from Generation Y” Growing Leaders, 15.08.2014, <https://growingleaders.com/blog/generation-z-differs-generation-y/> (01.05.2019)).

As a result, Generation Z is speedy, competent, and skillful of changing gears from one job to another. Therefore, managers need to understand the potential of the youngest generation in the workplace and provide them appropriate job rotation (Chillakuri and Mahanandia, 2018: 35).



**Table 5:** Comparison of Certain Characteristics of Generations

Characteristic	Traditionalist	Baby - Boomers	Generation X	Generation Y	Generation Z
<b>Formative Experiences</b>	Second World War Rationing Fixed-gender roles Rock'n'Roll Nuclear families Defined gender roles-particular women	Cold War Post- War boom "Swinging Sixties Apollo Moon landings Youth Culture Woodstock Family Orientated Rise of the teenager	End of Cold War Fall of Berlin Introduction of first PC Early mobile technology Latch-key kids: rising level of divorce	9/11 terrorist attacks PlayStation Social Media Invasion of Iraq Reality TV Google Earth Clastonbury	Economic downturn Global Warming Global Focus Mobiles devices Energy Crises Arap Spring Produce own media Cloud Computing Wiki-Leaks
<b>Aspiration</b>	Home ownership	Job Security	Work-life Balance	Freedom and Flexibility	Security and stability
<b>Attitude toward technology</b>	Largely disengaged	Early information technology (IT) adaptors	Digital Immigrants	Digital Natives	"Technololics"- entirely dependent on IT: limited grasp of alternatives
<b>Attitude toward career</b>	Jobs are for life	Organizational careers are defined by employers	Early "portfolio" careers - loyal to profession, not necessarily to employer	Digital entrepreneurs- work "with" organization not "for"	Career multitasker- will move seamlessly between organizations and " pop-up" business
<b>Signature product</b>	Automobile	Television	Personal Computer	Tablet/Smart Phone	Google Glass, graphene, nano-computing, 3-D printing, driverless cars
<b>Communication Media</b>	Formal Letter	Telephone	E-mail and text message	Text or social Media	Hand-held- (or integrated into clothing) communication devices
<b>Communication Preference</b>	Face-to-face	Face-to-face ideally, but telephone or e-mail if required	Text messaging or e-mail	Online and mobile (text messaging)	FaceTime
<b>Preference when making financial decision</b>	Face-to-face meetings	Face-to-face ideally, but increasingly will go online	Online- would prefer face-to-face if time permitting	Face-to-face	Solutions will be digitally crowd - sources

Source: <http://fourhooks.com/marketing/the-generation-guide-millennials-gen-x-y-z-and-baby-boomers-art5910718593/>

### **3.2. THE SOURCES AND CAUSES OF INTERGENERATIONAL CONFLICT IN WORKPLACE**

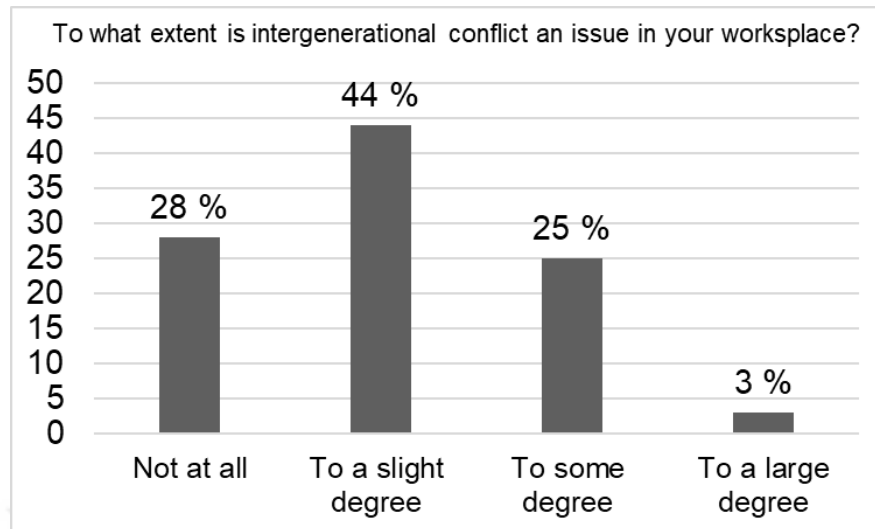
Each of generational group compound of Traditionalist, Baby Boomers, Generation X, and Generation Y and Generation Z have a particular life span that fulfills with the wars, economic crisis, political movements, technology development, and cultural changes that reflect on generations' characteristics.

Today's managers in the workplace are leading four different generations of employees all over the world, and those generations differ in their behaviors, attitudes, and point of views. Hence, to identify the differences between generations is required. Managers at senior, middle, and low-level must define a way of managing the conflict between employees who belong to different generations due to affect the organizations' goals and employee performance.

Twenge et al. (2010) said, "Managers need to examine why and how differences between the generations affect competencies, behaviors, attitudes, and other attributes to ensure their recruitment, management strategies". If the managers, superiors, HR leaders admit the differences between generations and understand the sources of conflict which cause because of misunderstanding, miscommunication, diversity of perception, different backgrounds, they would manage the bigger conflict within co-workers positively.

Accordingly, as Generation Z enters the workforce, "the differences between these age groups' way of thinking, attitude, behavior and value system, flexibility and technical knowledge can easily become the source of several conflicts, and it is sometimes challenging to manage these problems." (Bencsik et al.; 2016: 91). Compare to previous generations, communication, work-life balance, and ability to use technology differs from Generations Z.

**Figure 11:** Generation Differences Cause Some Workplace Conflict



Source: SHRM Poll: Intergenerational Conflict in the Workplace, 29.04.2019 cited in Robbins and Judge, 2013)

The young generations who enter the workforce are more educated (Hussar and Bailey, 2013), compared to other generations, they expect to advance rapidly in their career. Older generations feel confused about this expectation of the younger generation and cause a deep gap between generations. Penttila (2009) thinks that unresolved conflict might cause to unhappy employees, high turnover, lower productivity, and lower profits in the organization.

### **3.3. THE PERCEPTION OF MANAGERS TO INTERGENERATIONAL CONFLICT**

Individuals need to classify themselves and others based on perceived similarities and differences in social identity theory (Tajfel and Turner, 1985). For this reason, classifying themselves and others in accordance with belonging to specific generational cohort help individuals to perceive groups with its particular traits such as values, assumptions, behaviors, and expectations. Urick et al. (2017) suggest that conflict occurs as a consequence of the perception of generational differences that individuals get those perceptions concerning their own and other generations (Cadiz et al., 2015). It is also estimated that source of conflict between older and younger

generations is because of lack of a work ethic, loyalty and commitment (Donley, 2005 and Weick, 2007). It can be said that the perception of generational differences inspires the intergenerational conflict.

The pressing concern is how to manage intergenerational conflict. Perception of managers varies across generational differences because of assuming the conflict as an outcome of differences between generations. Some managers think that conflict between older and younger employees is emerged because of behaving differently, which based on generational differences. Every single generation should be categorized as unique and particular in consideration of management. For this reason, managing different generation of employees is highly difficult. According to a study by Gentry et al., (2011), the managers develop some practices and human resource management strategies based on perceiving of generational differences.

Today's managers emphasize the differences between employees, and they claim those differences occur because of different age between employees. However, the managers are not always sure about the solution ways regarding age differences issue (Deal et al., 2010; De Hauw et al., 2010). Nevertheless, the majority of managers are enthusiastically interested in understanding generations and successfully manage the organization. (Iliç and Yalcin: 2017: 136). Particularly, understanding generational issues would help to mitigate conflict, and managers would take effective decisions, improve know-how, and increase job satisfaction. Besides, the intergenerational conflict has an impact on the productive relationships in a working environment and accessible communication, which help to products or ideas mowing forward (Sessa and Kabacoff, 2007: 71). Managers are worried to supply the most impactful and effective way of supervision in a multigenerational working environment.

If the head of the manager can empathize with other generation's sensitivity and needs, thinking way and communication frequency, the conflict could be got under control (Hill and Stephens,2003). On the other hand, conflict management styles should be comprehensively investigated to figure out individuals' perception and approach to conflict. Managers make the stereotypical assumption in terms of their perception and attitude regarding personal traits of various generation in organization likewise following:

### **3.3.1. The Conflict between Traditionalist and Younger Generations**

The conflict might emerge between traditionalist and younger generations due to approaching to working ethic. Traditionalists expect younger generations also to play the games with their rules and orders. They assume from the following generations to respect for positions and authority as much as possible (Berkup, 2014: 220). Traditionalist also wanted to be accepted as experienced and expertise according to the respect of their age because they attach to essential to be a commitment to their job. (Lieber, 2010: 90.)

### **3.3.2. The Conflict between Baby Boomers and other Generations**

In addition to Baby Boomers' loyalty to the group, they are supposed that the younger generation does not care about work as much as they do. While new generations are entering the workforce, the radical changing in Human Resources strategies are redundant. For example, working from remote locations, home-offices, workplaces such as hot desk, shared desk, open space, etc. are seen non-productive solutions by Baby Boomers. As a result, generational differences cause the conflict from older generations to younger generations (Glass, 2007: 101)

### **3.3.3. The Conflict between Generation X and other Generations**

Each generation has its way to work corporately; a former generation tends to be loyal, and authority, unlike Generation X is more independent and does not care about power as much as Baby Boomers.

In addition to that, Generation X is working more individualistic compared to Baby Boomers. They tend team-oriented due to be a priority for the organization (Karp and Sirias, 2001: 72)

### **3.3.4. The Conflict between Generation Y and other Generations**

Regarding the conflict between Generation Y and other generations, it would occur due to the different perception of using communication techniques. For example, Generations Y is more comfortable to use digital tools to solve any problem, fix decisions within coworkers and superiors. Younger workers are results-oriented and do not pay attention to the methodology they developed. However, older generations are accustomed to using face-to-face communication.

### **3.3.5. The Conflict between Generation Z and other Generations**

In a workplace, Generation Z is the latest workforce to get interaction with older generations, and they work side-by-side people from predecessor generations (Lanier, 2017: 289). Based on the world, they were born into techno-global; it is known that Generation Z is the real global generation. Most of Generation Z are not even able to think a time without internet and social media or not using any smartphones, tablets, and related devices.

In addition to older generations, it is also an interesting result shows that Generation Y and Z, who are the closest generations, do not support each other; they create relations superficially. (Tim Elmore, "How Generation Z Differs from Generation Y" Growing Leaders, 15.08.2014, <https://growingleaders.com/blog/generation-z-differs-generation-y/> (01.05.2019)). Generation Y can work together with Generation X for common goals; however, Generation Z aims to go to target with self-performance. In any circumstances, younger generations such as Generation Y and Generation Z are good to use any technologies and tend to contribute to their environments and society. Consequently, diversity of approaches and working style cause conflict among generations.

The reaction to feedback in the workplace differs from generation to generation. Baby Boomers expect little feedback to do their jobs. However, Generation Z expects feedback to advance in their task to do. Furthermore, when a younger individual manages older generations such as Baby Boomers or Generation X, they

would feel insulted during the receiving feedback from young superiors. This sort of situation causes conflict among superiors and subordinates (Glass, 2007: 101)

In the light of searching the literature regarding generation term and intergenerational conflict, the research method is developed, and results are given in Chapter 4



## **CHAPTER FOUR**

### **RESEARCH AND METHODOLOGY**

In this chapter of the study, the research and methodology are described with its entire details.

#### **4.1. THE IMPORTANCE AND PURPOSE OF THE STUDY**

Most organizations in Turkey have at least four generations that consist of the Baby Boomers, Generation X, Generation Y, and Generation Z. Academic literature and experiential practices indicate that the members of generations have unique characteristics and expectations. Therefore, the management should consider intergenerational differences (Hillman, 2014: 240) that are affected by the specific event, which occurred at critical developmental stages. Even though the different generation of employees have to collaborate in the workplace, it is usually tough to communicate accurately due to different perceptions, life backgrounds, education, and expectations. With entering of Generation Z to the workplace, the sources and causes of conflict have been changed accordingly.

The first step to manage conflict is to determine the sources and causes of conflict. We claim that Generation Z is entirely different from older generations. Consequently, the primary purpose of this study is to examine the perception of managers to intergenerational conflict and figure out which conflict management styles that are preferred by managers to resolve the conflict between different generations of employees.

In the world of developing business, managers need to use proper conflict management styles to mitigate conflict between different generations. Consequently, the study will display whether managers get ready for welcoming and managing Generation Z with their significant traits such as the speed of learning and business development in the workforce.



#### **4.2. THE SCOPE AND CONSTRAINTS OF THE STUDY**

The subgoal of this study is also to establish the source of the guide for managing the conflict among different generations, especially by keeping the conflict between Generation Z with other generations on the focal point. The population of Generation Z in Turkey is approximately 25 million, and three out of four have not yet joined to working life. For this reason, the scope of the study is to review what kind of conflict may occur between Generation Z and older generations and examine managers' readiness level to manage any intergenerational conflict.

As mentioned earlier, Generation Z is quite new in the business field so, it is limited to research Generation Z's perception through conflict in the workforce. So, it is required to focus on examining managers' perceptions regarding the conflict between Generation Z and older generations.

The universe of the study comprises the managers at a different level in manufacturing companies, which settled in Turkey. The minimum number of Generation Z has already started to work as an apprentice, technician, part-time responsible in the manufacturing sector. The purpose of collecting data from those companies that the managers who are in charge of those industries have already a little experience to work with Generation Z. The main mass is enormous and impossible to control the data process, so, the sampling of the main study consists of (N=183) managers. Thereby, time limitations and the difficulties in reaching to the target group and request them to contribute to our research is the constraint of this study.

#### **4.3. SAMPLE METHOD AND SAMPLE SIZE**

The target population of the study is the general managers, managers, section managers, shift supervisors, group leaders, and team leaders, who are taking part in the managing process in manufacturing companies. 50% of subjects who work in companies situated in İzmir, Denizli, Manisa in the Aegean Region, 30% of subjects who work in companies located in Bursa, Kocaeli, İstanbul in the Marmara Region and 20% of subjects answered our survey from Adana, Antalya, Mersin and Gaziantep in Mediterranean Region in Turkey. As seen clearly, the main mass is enormous and

impossible to control the data process. As part of this study, the manufacturing operator has been covered for our sampling, and we aim to reach the minimum 183 managers (senior, middle, and low-level managers) to collect the data. The convenience sampling method was chosen because of data collecting way, which includes the easiest, fastest and most economical process (Malhotra, 2004: 321, Aaker et al., 2007: 394, Zikmund, 1997: 428). According to Kinnear and Taylor (1996: 413), the usage rate of this method is 53% in practice. Likewise, Kurtuluş (2004) stated that the convenience-sampling method is used in approximately 90% of the studies in Turkey.

#### **4.4. THE THEORETICAL FRAMEWORK OF STUDY**

As it is already mentioned that according to social identity theory, individuals need to classify themselves and others based on perceived similarities and differences (Tajfel and Turner, 1985). Human being is usually in conflict with the others because of miscommunication, diversity of perception, difference of expectations (Carver and Candela, 2008: 990). From this viewpoint, the intergenerational conflict also occurs because of the similar reasons. Arsenault (2004) indicates that poor communication, organizational issues such as commitment, sense of belonging, work-life balance expectations have effects on conflict between generations. Twenge et al. discussed that the managers need to understand why and how differences between generations affect skills, behaviors, attitudes. In light of theoretical research, we believe that the intergenerational conflict shapes the perception of managers who need to assess the conflict based on which generation has caused the conflict. Accordingly, the manager prefers to use relevant conflict management styles.

Since last century, researchers studied on handling interpersonal conflict, many of them ultimately agree on a five-style model of conflict management is the most appropriate conceptualization of interpersonal conflict management phenomena (Rahim and Magner, 1994, 1995; Van de Vliert and Kabanoff, 1990). It can be said that managers' perception affects preferring certain conflict management styles concerning managing conflict between two different generations in the workplace.

Consequently, we claim that the managers take into account appropriate conflict management styles depending on which generation is one of the parties in the conflict.

#### **4.4.1. Research Questions**

**With this study, we aim to answer the following research questions:**

1. Do managers know the characteristics of generations and develop strategies for employees accordingly?
2. Is there any significant relationship between managers' perception in terms of giving the privilege to parties and preferring certain conflict management styles?
3. Do managers' perceptions and privileges to generations have a significant effect on the preferred conflict management style?
4. Is there any significant difference between managers' generation/cohort in terms of using certain conflict management styles?
5. Is there any significant difference between managers' position and preference for conflict management styles?
6. Is there any significant difference between managers' status in the company and conflict management strategies?

#### **4.5. DATA COLLECTION INSTRUMENTS**

The questionnaire is chosen as an appropriate data collection method, and survey (in Turkish) is distributed to managers at different levels by email. The questionnaire of the research is given in Appendix 1. The Survey link is reached to professionals by e-mail. The professionals are informed about the aim of study briefly and assured related to confidentiality. The Questionnaire consists of four sections as following:

#### **4.5.1. Section 1: Demographic Data**

Those are demographic questions to identify personal information about participants. The subjects choose the appropriate option among the multiple-choice question. Age, gender, marital status, education status, last working time, total working experience, position, number of people working in her/his team. The demographic factors on age, gender, marital status, education, position in current work and total working years in particular work, the number of team members are examined.

#### **4.5.2. Section 2: Questions Measuring the Level of Knowledge Regarding Generations**

This section consists of six questions; participants are given right and the wrong statement to measure knowledge level concerning generations. The participants are expected to answer as “I agree” or “I disagree.”

According to the study, we claim that if the managers perceive that conflict occurs due to generational reasons, they prefer to use conflict management styles based on employees belonging to which generation in the organization.

#### **4.5.3. Section 3: Scenario (Vignette – Case Study)**

According to finding a study of Finch (1987), vignettes method is used to explore an individual's perceptions, beliefs, opinions, attitudes and social norms from subjects to scenario. The researcher experimentally controls this method, and the approach of vignette provides some benefits such as flexibility, creativity, and depersonalization that researchers can design instruments to respond for specific topics and situations. Vignettes method has a key role in social work researches (Fook et al., 1997), comparative research between groups of professionals (Wilson and While, 1998). Participants are asked to share their opinions how they reflect to giving scenario and what they feel or act in given situation. Even though vignettes method is created based on unique research questions, it has to be always considered that research method cannot exhibit people's lives (Hughes and Huby, 2004).

In this section, participants will be asked to adapt themselves to the scenario. Thus, the approaches of the general managers, directors, section managers, shift supervisors, group leaders and team leaders to the conflict in the case will be examined by Vignette method which is a technique that can reveal participatory opinions, ideas, beliefs and attitudes about any researched topic over responses or comments to depicted scenarios status and stories (Barter and Renold, 1999).

The scenario is regarding two employees who are belonging to two different generations. Berk was born in 2000 and graduated from the vocational school of higher education as a computer programmer besides he has internship and part-time job experiences during student-period. On the other hand, Ahmet has 25 years experiences in the same manufactory. He is the self-educated employee that means the experience of 25 years without getting an education. After working in the same team, the conflict has occurred between Berk and Ahmet. It is requested to consider well by participants and response the questions in the survey.

Moreover, general managers, directors, section managers, shift supervisors, group leaders, and team leaders are the target audience of our study. We are keen on whether the participants considered a significant age/cohort differences between those employees. It is essential to see their approach to conflict and choice the appropriate style to manage the conflict according to the employees of generation.

Besides, the most important factor is that the manager's perception related to the conflict between two employees from Generation X and Z. After presenting a scenario about the conflict between two employees, eight statements are given to the subjects to obtain the opinions of managers related to parties in the case. Those eight statements are divided into the three-part to figure out respondents' perception of conflicting employees. First part is asked to figure out the perception of subjects whether the source of conflict arises because of generational differences or not. If the managers perceive the conflict is originated from being in different generation the results are inferred relatively. The second and third part of statements is given to figure out which party in conflict is seen as more privilege according to managers. The conflict between Ahmet and Berk is managed in terms of managers' attitude regarding positive or negative perception of those subordinates.

#### **4.5.4. Section 4: Rahim's Organizational Conflict Inventory-II (ROCI-II)**

Developed by Rahim (1983; 1992) and translated into Turkish and applied by Kozan and Ergin (1999), consisting of 3 forms and 28 items measuring the interpersonal conflict-handling styles as dimensions, Rahim's Organizational Conflict Inventory-II (ROCI-II) is used with an adaptation to the scenario. According to questions, participants give answers on a five-point Likert scale, ranging from (1) "Strongly disagree to (5) Strongly agree". The instrument consists of seven items for integrating, four items for compromising, six items for avoiding, six items for obliging and five items for dominating style assessment. The scale of Rahim was associated with a particular scenario consisting of generational differences and a conflict situation.

In the general sense, the scale of Rahim consists of three versions, Form A for conflicts with subordinates, Form B for conflicts of equivalent status (peers) and Form C for conflicts with executives (supervisors). In this study, ROCI-II-A form consisting of 28 items was used.

Each question measures the dimensions of integrating, obliging, dominating, compromising, and avoiding from conflict management styles. In the items 1, 4, 5, 12, 22, 23, 28 of Form A, there are statements to measure the dimensions of integrating style, in the items 2, 10, 11, 13, 19, 24 are the statement to measure obliging style, the items of 8, 9, 18, 21, 25 are to assess dominating style, the items 3, 6, 16, 17, 26, 27 are related to measuring avoiding style and lastly, the item of 7, 14, 15, 20 are the statement to measure compromising style.

The questionnaire which used in the research of Rahim was published by in the journal Academic the Academic of Management Journal in 1983. Rahim cited validity and reliability analyses of the scale in that article, and test-retest reliability was found 99.99% reliable between 0.60 and 0.83 ( $p < 0.0001$ ) to the extent Cronbach's alpha coefficients ranged from  $\alpha = 0.72$  to  $\alpha = 0.77$

**Table 6:** Reliability Analysis of ROCI- II adapted for the actual study

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.840	0.842	28

According to collected data which before analyzing the questionnaire, reliability of the used tests has been determined  $\alpha=.84$  for ROCI-II Rahim Organizational Conflict Inventory for conflict management test using Cronbach Alpha correlation and the scale is highly reliable (see Table 6)

**Table 7:** Cronbach Alpha Values for Adapted ROCI-II Dimensions

Reliability Statistics			
Dimension of ROCI-II	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
<b>Integrating</b>	0.879	0.882	7
<b>Obliging</b>	0.618	0.619	6
<b>Dominating</b>	0.643	0.650	5
<b>Avoiding</b>	0.632	0.634	6
<b>Compromising</b>	0.729	0.730	4

If the alpha value is between .80 and 1.00, the scale is highly reliable between .60 and 1.00 the scale is quite reliable and less than .60, the scale is not reliable. Cronbach Alpha coefficient of integrating sub-dimension is .87, obliging sub-dimension of scale is .61, dominating sub-dimension of scale is .64 (quite reliable), avoiding sub-dimension of scale is .63 and compromising sub-dimension of scale is .72. Concerning the reliability analysis, collaborating and compromising sub-dimension is seen highly reliable; however; accommodating, competing, avoiding and sub-dimensions are seen in the quite reliability level (see Table 7).

#### **4.6. DATA ANALYSIS METHOD**

The quantitative data analysis process was conducted through Statistical Package of Social Sciences (SPSS) 24 program and it is used by various kinds of researchers for complex statistical data analysis. Thank this computer program, descriptive statistical methods (frequency, percentage, mean, and standard deviation, minimum, maximum) frequency tables and central prevalence criteria were used to assess the data.

##### **4.6.1. Descriptive Statistics of Sampling and Sample Characteristics**

Data was collected for the study through Google Drive Form Tool. The questionnaire was sent to more than 500 low, middle, and senior managers of manufacturing companies (Appendix 1). Within the frame of this research, face-to-face meetings with a few international manufacturing companies were organized and presented the study to Human Resources experts. Their support to study is asked for by including the managers from the different level into our research. They declare their support if the confidentiality agreement is signed within company and researcher. Therefore, it was an easy way to reach managers from white and blue-collar through Human Resources Experts' direction thank to an official agreement. However, individuals could not like to answer questionnaires, or they would not have enough time. Eventually, 183 participants answered the survey. In the analysis of data, all subjects perceive the conflict exists in the scenario given; thus; the sample consists of a total of 183 participants.

First, the statistical information about the demographic characteristics of the subjects, which is obtained with the help of the demographic questions such as age, gender marital status, education level, years of work at current company and total years of working, and a total number of employees work in their team. Descriptive statistic for demographic variables examined is given in Table 8 and Table 9, respectively.



**Table 8:** Descriptive Analyses of the Demographic Variables-1

Demographic Features		Frequency	Percent [%]
<b>Gender</b>	<i>Male</i>	126	68.9
	<i>Female</i>	57	31.1
<b>Generation Y</b>	<i>20-30</i>	35	19.1
<b>Generation Y</b>	<i>31-39</i>	96	52.5
<b>Generation X</b>	<i>40-50</i>	39	21.3
<b>Generation X</b>	<i>51-54</i>	6	3.3
<b>Baby Boomers</b>	<i>55-70</i>	7	3.8

The distribution of the sample, according to gender, is inferred that 31.1% of the participants are female, and 68.9% are male. So, it is interpreted that the majority of management staff consist of the male in manufacturing industries.

The significant distinction for this study is to display subjects according to their generation. The subjects consist with the percent of 19% by the managers aged 20-30, 52.5% by the managers aged 31-39, 21.3% by the managers aged 40-50, 3.3% by the managers aged 51-54, 3.8% by managers aged 61-70. As for the results of labeled their generation, the majority of participants are Generation Y with a percentage of 71.6 %; Baby Boomers are seen rarely in the workplace with a percent of 3.8%. Generation X is seen with a percent of 24.6% in the manufacturing industry.

**Table 9:** Descriptive Analyses of the Demographic Variables-2

Demographic Characteristic related to Working Environment		Frequency	Percent [%]
<b>Status of Employees</b>	<i>Blue-collar</i>	16	8.7
	<i>White Collar</i>	167	91.3
<b>Position of Employees</b>	<i>General Manager</i>	8	4.4
	<i>Manager</i>	21	11.5
	<i>Section Manager</i>	73	39.9
	<i>Team Leader</i>	11	6.0
	<i>Shift Supervisor</i>	11	6.0
	<i>Group Leader</i>	17	9.3
	<i>Others</i>	42	23.0
<b>Working years of Employees in the last workplace</b>	<i>Until three years</i>	58	31.7
	<i>4-6 years</i>	36	19.7
	<i>7-9 years</i>	22	12.0
	<i>10-12 years</i>	18	9.8
	<i>13-15 years</i>	10	5.5
	<i>16 and more</i>	39	21.3
<b>Total working Years of Employees</b>	<i>until three years</i>	7	3.8
	<i>4-6 years</i>	28	15.3
	<i>7-9 years</i>	23	12.6
	<i>10-12 years</i>	34	18.6
	<i>13-15 years</i>	29	15.8
	<i>20 and more</i>	45	24.6
<b>Employee numbers</b>	<i>1-10</i>	97	53.0
	<i>11-20</i>	35	19.1
	<i>21-30</i>	21	11.5
	<i>31-40</i>	10	5.5
	<i>41-50</i>	3	1.6
	<i>51 and more</i>	17	9.3

From Table 9, it can be seen that the participants are divided into two employee status into their companies as blue collar and white collar. We admit that blue-collar employees also have a hierarchic status within colleagues, thereby shift supervisors, group leaders are categorized as blue-collar managers. Consequently, blue-collar managers consist of a percent of 8.7% white-collar managers consist of a percent of 91.3% in the sample.

Accordingly, 15.3% of the subjects are composed of lower-level managers such as group leader and shift supervisor from blue-collar, 45.9% of them are middle levels such as team leader and section manager from white-collar, and 15.9% of them are upper-level managers. Besides, some subjects are determined themselves in another position like project manager, chief, purchasing specialist who have a team in the workplace. Their percentage is 23% in the sample. Furthermore, 31.7% of subjects have been in the last workplace for three years. We might interpret that those managers who have just started to work in the previous company due to sharing their professional experiences upon employees. Following, 21.3% of managers have been working in the last workplace in more than 16 years. They would be individuals from Generation X. More than 50% of subjects have a small team to lead relatively. It is a strategical decision of companies to manage a small group without any problem and failure, conflict, etc.

The distribution of the education level of each manager constituting the sample is given in Table 10. The majority of subjects are graduated from a bachelor's degree. The distribution of the education level of each manager is also vital data to analyze the relationship between managers and their educational background and positional situation.

**Table 10:** The Distribution of Manager's Education Level

Educational Level	Education Level of Each Manager						Total
	Manager	Section Manager	Team Leader	Shift Supervisor	Group Leader	Other	
<i>Secondary School</i>	0	0	0	0	0	1	1
<i>High School</i>	1	1	0	5	0	1	10
<i>Associate Degree</i>	0	3	0	4	5	4	16
<i>Bachelor's Degree</i>	14	48	8	0	10	25	110
<i>Master's degree</i>	6	20	3	2	2	11	45
<i>Doctorate</i>	0	1	0	0	0	0	1
<b>Total</b>	<b>21</b>	<b>73</b>	<b>11</b>	<b>11</b>	<b>17</b>	<b>42</b>	<b>183</b>

Table 10 shows the education level of managers. The majority of shift supervisors have been graduated from high school. In our opinion, they studied in

vocational high school to have technical skills. Furthermore, the subjects who have been graduated from associate degree have the position of the shift supervisor, group leader, and technical responsible, chief as other. Besides, the subjects from bachelor's degree to doctorate have a higher position in the workplace such as general manager, manager, section manager. Regarding the table which displays the education level of managers, the section managers are mostly graduated from bachelor's degree.

**Table 11:** The Distribution of the Manager's Generation

Generations	Ages	Positions							Total
		General Manager	Manager	Section Manager	Team Leader	Shift Supervisor	Group Leader	Other	
Generation Y	20-30	1	2	11	2	1	6	12	35
Generation Y	31-39	2	8	43	6	7	7	23	96
Generation X	40-50	2	7	14	3	3	3	7	39
Generation X	51-54	0	1	5	0	0	0	0	6
Baby Boomers	55-70	3	3	0	0	0	1	0	7
Total		8	21	73	11	11	17	42	183

Concerning the managers' age/cohort or the generation, 3 of 8 General Managers are in Generation Y, 2 General Managers are in Generation X and 3 General Managers are in Baby Boomers; 10 of 21 Managers are from Generation Y, 8 Managers are from Generation Y and 3 Managers are from Baby Boomers; 54 of 73 Section Managers are in Generation Y, 19 Section Managers are in Generation X and no Baby Boomers in section manager position; 8 of 11 Team Leaders are in Generation Y, 3 Team Leaders are in Generation X; 8 of 11 Shift Supervisors are in Generation Y, and 3 Shift supervisors are in Generation X; 13 of 17 Group Leaders are in Generation Y, and 3 Group Leaders are in Generation X; in other positions which include any team, 25 of them are in Generation Y, and 7 are in Generation X. Considering this fact, Generation Y takes a place of manage widely in organizations. Generation Y replaces generation X, and Baby Boomers are rarely in high positions.

After demonstrating descriptive statistics, the subjects, the findings of the study will present in Chapter 5.

## **CHAPTER FIVE**

### **FINDINGS OF THE STUDY**

#### **5.1. GENERAL FINDINGS**

This study aimed to figure out the perception of the managers who use different conflict-handling style to resolve the conflict between employees from different generations. The most crucial factor is to understand the manager's perception of conflict and its management. It is imperative to identify the approaches of managers to intergenerational conflict. In consideration of that explanation, five statements are given to understand the knowledge level of managers about generations. Seven statements were asked for examining managers' perception and which party in the conflict is seen more privilege, according to managers. Lastly, ROCI-II scale is adapted to scenario for obtaining the appropriate style preferred to manage the conflict according to the employees of generation.

##### **5.1.1. Descriptive Statistics**

Descriptive statistics demonstrate that subjects consider using highly integrating style to manage the conflict between Generations X and Generation Z. According to Table 12, it can be said that subjects give preference to style of integrating with employees in the workplace ( $x = 4.13$ ). The subjects which determine them as a manager in different level do not consider the avoiding style ( $x = 2.01$ ) and dominating style ( $x = 2.47$ ) as a management strategy within the organization. It indicates that managers have a high concern for self and others. It is seen that managers at different level tend to trait such problem-solver between young and older generations.

**Table 12:** Descriptive Statistic of Conflict Handling Styles

<b>Descriptive Statistics</b>			
	<b># of Sample</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Integrating</b>	183	4.13	0.70
<b>Obliging</b>	183	3.05	0.54
<b>Dominating</b>	183	2.47	0.71
<b>Avoiding</b>	183	2.02	0.63
<b>Compromising</b>	183	3.11	0.83

Besides, the most critical factor is that the manager's perception related to the conflict between two employees from Generation X and Z. As Generation Z enters to workplaces, strategical and operational decision has been altered. Hence, we would like to examine the manager's manner to the case which happened in the scenario. After presenting a scenario about the conflict between two employees, seven statements are given to the subjects to obtain the opinions of managers related to parties in the case. Those seven statements are divided into the three-part to figure out respondents' perception of conflicting employees. The first part is asked to figure out the perception of subjects whether the source of conflict arises because of generational differences or not. If the managers perceive the conflict is originated from being in a different generation, the results are inferred relatively. The second and third part of statements is given to figure out which party in the conflict is seen as more privilege, according to managers. The conflict between Ahmet and Berk is managed based on managers' positive or negative perception of them.

**Table 13:** Subjects' Perception to Conflict

	<b>Frequency</b>	<b>Percent [%]</b>
<b>I Totally Don't Agree</b>	16	8.7
<b>I Don't Agree</b>	17	9.3
<b>Neither Agree nor Disagree</b>	37	20.2
<b>I Agree</b>	76	41.5
<b>I Totally Agree</b>	37	20.2
<b>Total</b>	183	100.0

The result in Table 13 confirms that 61.7% of managers perceive the conflict between employees because of the age and generation distinctness.

**Table 134:** Descriptive Statistic of Perception and Attitudes

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Perception</b>	183	3.55	1.17
<b>Privilege for Ahmet</b>	183	3.23	0.67
<b>Privilege for Berk</b>	183	2.92	0.71

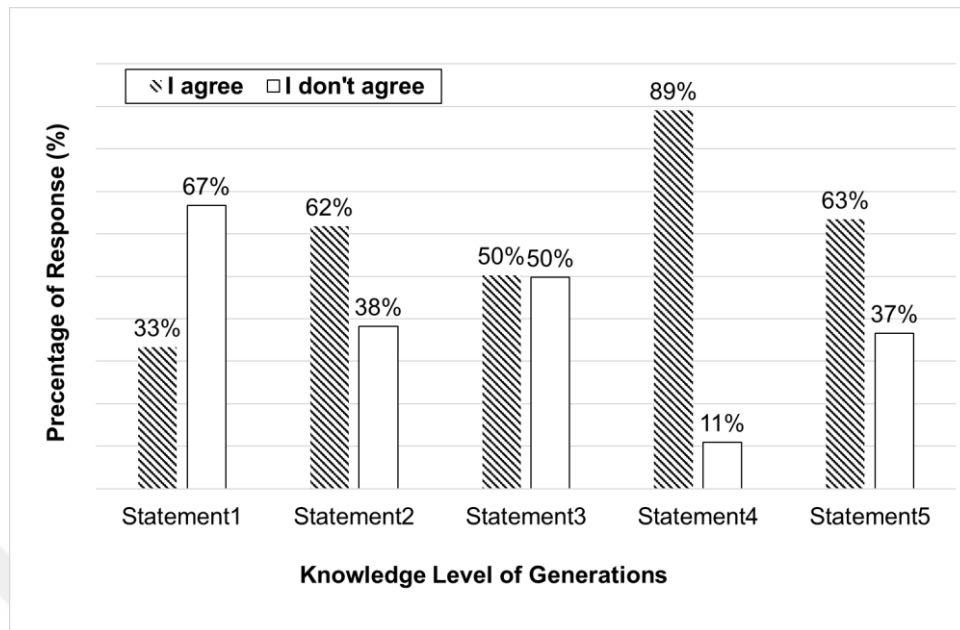
The result shows that the managers perceive the conflict between different generations happened because of the distinctness between employees' age and generation. Although managers admit that intergenerational conflict exists in the scenario, subjects grant privilege to Ahmet more than Berk. It means that also managers want to manage the conflict with integrating style objectively, but they believe that Ahmet deserves respect by Berk to become a younger generation.

#### **5.1.2. Evaluation of Results Based on Research Questions**

In the scope of that study, six main questions asked to describe the link between managers' demographic features and the preference of conflict management styles. Further, managers' perception of conflict is analyzed by correlating different variables.

**5.1.2.1. Research Question 1: Do managers know the characteristics of generations and develop strategies for employees accordingly?** Concerning the scope of this research, we analyze the low, middle, and senior level of manager's approach to conflict between employees from different generations. For this reason, we would like to measure the knowledge level of managers regarding generations by giving a true and false statement. The results demonstrate that managers have some knowledge about generations' characteristic. However, they do not recognize especially Generation Z within the whole team.

**Figure 12:** Descriptive Statistic of Subjects' Knowledge Level regarding Generations



(For questions please see Appendix 1)

The statements are given to subjects such as the following:

- i. Statement 1: Today, the Silent Generation's position is in the head of management in business life: Subjects do not agree with this given statement. It can be said that 67% percent of subjects know that the silent generations were already retired. It is inferred that they realize who is the Silent Generation.
- ii. Statement 2: The most critical motivation of Generation X is economic well-being and career advancement. The choice of 62% of subjects agree with the statement, and they are aware that Generation X is eager to advance in the career and get high salary.
- iii. Statement 3: Generation Z is the generation with the most entrepreneurial spirit. Until that statement, subjects mostly agree on the characteristic of older Generations. However, they are not entirely sure about Generation Z. It can be said that the managers have just gotten in communication with Generation Z in the workplace, so they do not definitely recognize them. Consequently, half of the subjects have



wrong knowledge about the entrepreneurial spirit of Generation Z. We expected that result to be chosen highly as ‘I agree’.

- iv. Statement 4: Generation Z does not know any other era than digital technology is a lifestyle. The 89% percentage of subject consider that statement based on the trend of worldwide. They are sure that the last generation of the work world has been raising with technological developments.
- v. Generation Z does not like to get feedback or even accepts negative feedback. Previous studies claim that Generation Z persistently asks for feedback from their superior. They have multitasking competence, so they intend to use their potential to the proper task. Thus, they are not able to advance without feedback. Unfortunately, our research shows that managers do not know this critical information about Generation Z. 63% of subjects agrees regarding that negative statement.

**5.1.2.2. Research Question 2: Is there any significant relationship between managers’ perception in terms of giving the privilege to parties and preferring certain conflict management styles?** Our purpose of the study is based on that there is a significant relationship between managers' perception and using certain conflict management styles. To find out the significant relationship managers' perception and their tendency to choose conflict-handling styles are correlated. Table 15 shows the result.

**Table 14:** Correlation between Subject' Perception and Conflict Management Styles

	Perception	Privilege for A	Privilege for B
<b>Integrating</b>	.296**	.463**	.206**
<b>Obliging</b>	.333**	.325**	.159*
<b>Dominating</b>	.235**	0.054	.218**
<b>Avoiding</b>	0.068	.147*	-0.012
<b>Compromising</b>	.387**	.233**	0.126

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

As for the results of the analysis, there is a positive relationship between perception of subjects and four conflict management styles. Accordingly, perception has positive relationship with integrating ( $r=.296$ ,  $p\leq0.01$ ), obliging ( $r=.333$ ,  $p\leq0.01$ ) dominating ( $r=.235$ ,  $p\leq0.01$ ) and compromising ( $r=.387$ ,  $p\leq0.01$ ) styles. Subjects' attitude about giving more privilege to Ahmet has a significant relationship with four conflict management styles. The managers who consider Ahmet deserves more privilege in that conflict situation, they prefer to use mostly integrating style ( $r=.463$ ,  $p\leq0.01$ ), obliging style ( $r=.325$ ,  $p\leq0.01$ ) and compromising style ( $r=.233$ ,  $p\leq0.01$ ), avoiding style ( $r=.147$ ,  $p\leq0.05$ ). On the other hand, there is also significant positive relationship between privilege for Berk and three conflict management styles as integrating ( $r=.206$ ,  $p\leq0.01$ ), obliging ( $r=.159$ ,  $p\leq0.01$ ) and dominating ( $r=.218$ ,  $p\leq0.05$ ). Results also show that a significant relationship cannot assessed for avoiding styles.

### 5.1.2.3. Research Question 3: Do managers' perceptions and privileges to generations have a significant effect on the preferred conflict management style?

The effect of managers' perception and privileges to generations on using related conflict management styles is elaborated with more analyses such as regression. Therefore, the results are examined one by one on conflict management styles.

**Table 15:** The Relationship between Managers' Perception with Integrating Style

	Integrating				
	B	Std. Error	Beta	t	Sig.
Perception	0.177	0.042	0.296	4.176	0.000
Privilege for Ahmet	0.482	0.069	0.463	7.023	0.000
Privilege for Berk	0.204	0.072	0.206	2.831	0.005

In the table above, the relationship between subjects' perception on preferring conflict management styles is seen. Regarding the giving scenario, subjects admit the conflict exists between Generation X and Generation Z. According to Table 16, the regression model is approved with significant value ( $p=0.000$ ). Even though the perceived value has not high effect on changing in integrating style with the  $R^2$  value

computed as 0.088, the results show that the regression load of the perception variable is reported as 0.177. In this model, the constant value is 3.503, and it can be said that the perceived value increases the orientation to the integrating style by 0.177.

On the other hand, if subjects' attitude tends to see the privilege to Generation X in the conflict, the rate of using integrating style is higher ( $\beta=.482$ ,  $t=7.023$ ;  $p=0.000$ ). However, it is seen that there is no high relation between the perception of supporting Generation Z and integrating style compared to Generation X.

When the subjects try to manage conflict between Generation X and Z, they consider integrating Generation X more than Generation Z. It is supposed that managers do not intend to offend experienced employees.

**Table 16:** The Relationship between Managers' Perception with Obliging Style

	<b>Obliging</b>				
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
<b>Privilege for Ahmet</b>	0.262	0.057	0.325	4.619	0.000
<b>Privilege for Berk</b>	0.122	0.056	0.159	2.168	0.031
<b>Perception</b>	0.154	0.032	0.333	4.745	0.000

According to the results of the analysis, subjects' perception affects using obliging style by managing conflict between generations ( $\beta=.333$ ,  $t=4.745$ ;  $p=0.000$ ). Since the orientations to privilege for Ahmet ( $\beta=.262$ ,  $t=4.619$ ;  $p=0.000$ ) has a positive effect on tendency to prefer using obliging style compared to orientations to privilege for Berk ( $\beta=.122$ ,  $t=2.168$ ;  $p=.031$ ). In conclusion, when managers are orientated to approve Generation X is undoubtedly right, they prefer to consider low concern for self and high concern for Generation X.

**Table 17:** The Relationship between Managers' Attitude and Perception with Compromising Style

<b>Dominating</b>					
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
<b>Perception</b>	0.142	0.044	0.235	3.260	0.001
<b>Privilege for Ahmet</b>	0.056	0.078	0.054	0.724	0.470
<b>Privilege for Berk</b>	0.218	0.072	0.218	3.011	0.003

When the perception is examined on dominating style, there is a positive but low relationship between perception and dominating style. It is inferred that the effect of subjects' perception regarding the existence of conflict between generations on using dominating style is a positive, but it is seen very low relationship ( $\beta=.142$ ,  $t=3.260$ ;  $p=0.001$ ) In the meantime, manner of subjects orientate to Generation X or Generation Z, the subjects use more dominating style while managing conflict with Generation Z. The subjects do not want to prefer a dominating style ( $\beta=.056$ ,  $t=.724$ ). On the other hand, as managers consider managing conflict between two different styles, Generation Z is affected by facing with the style of dominating more than Generation X.

**Table 18:** The Relationship between Managers' Perception with Avoiding Style

<b>Avoiding</b>					
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
<b>Perception</b>	0.036	0.040	0.068	0.912	0.363
<b>Privilege for Ahmet</b>	0.137	0.069	0.147	1.993	0.048
<b>Privilege for Berk</b>	-0.011	0.066	-0.012	-0.160	0.873

Results display that there is low relation between avoiding style and perception of subjects. As subjects realize that conflict exists between employees, they take the position to control conflict. In any case, employees might be supported by the supervisor.

**Table 19:** The Relationship Between Managers' Perception with Compromising Style

	<b>Compromising</b>				
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
<b>Perception</b>	0.276	0.049	0.387	5.651	0.000
<b>Privilege for Ahmet</b>	0.289	0.090	0.233	3.223	0.002
<b>Privilege for Berk</b>	0.148	0.087	0.126	1.703	0.090

Results indicate that perception variable affects the preference of using the compromising style with the percentage of 26%. It means the subjects perceive the conflict between generations, and they interfere with managing conflict with the style of compromising ( $\beta=.276$ ,  $t=5.651$ ;  $p=0.000$ ) individuals.

**5.1.2.4. Research Question 4: Is there any significant difference between managers' generation/cohort in terms of using certain conflict management styles?** A one-way analysis of variance was carried out to compare conflict management styles according to the age of the respondents. According to Table 21, the significance level which labeled Sig is seen less than .005 in just compromising. By analyzing that result, there is no significant relation with managers' age and using proper conflict management styles.

**Table 20:** A One-Way ANOVA Test for Managers' Generation and Conflict Management Style

		Sum of Squares	df	Mean Square	F	Sig.
<b>Integrating</b>	<i>Between Groups</i>	4.40	4	1.10	2.303	0.060
	<i>Within Groups</i>	84.94	178	0.48		
	<i>Total</i>	89.33	182			
<b>Obliging</b>	<i>Between Groups</i>	0.98	4	0.25	0.832	0.506
	<i>Within Groups</i>	52.55	178	0.30		
	<i>Total</i>	53.54	182			
<b>Dominating</b>	<i>Between Groups</i>	0.31	4	0.08	0.153	0.961
	<i>Within Groups</i>	90.49	178	0.51		
	<i>Total</i>	90.80	182			
<b>Avoiding</b>	<i>Between Groups</i>	0.74	4	0.18	0.457	0.767
	<i>Within Groups</i>	71.63	178	0.40		
	<i>Total</i>	72.36	182			
<b>Compromising</b>	<i>Between Groups</i>	6.56	4	1.64	2.437	0.049
	<i>Within Groups</i>	119.76	178	0.67		
	<i>Total</i>	126.31	182			

Besides, the results for compromising in Table 22 portrays the difference of mean scores of managers from different generations, and they prefer to compromise by win-win strategy in their conflict situation. This strategy is seen mostly in Generation Y compare to the older generation with the mean scores are above 2.50

**Table 21:** Descriptive statistic of Managers' Age and Compromising Style

	Ages	N	Mean	Std. Deviation
<b>Compromising</b>	<b>20-30</b>	35	3.31	1.043
	<b>31-40</b>	96	3.17	0.694
	<b>41-50</b>	39	2.95	0.803
	<b>51-60</b>	6	2.67	1.045
	<b>61-70</b>	7	2.50	1.080
	<b>Total</b>	<b>183</b>	<b>3.11</b>	<b>0.833</b>

**5.1.2.5. Research Question 5: Is there any significant difference between managers' position and preference for conflict management styles?** A one-way analysis of variance was also conducted to analyze the relation for the position of managers and their preference for conflict management style in the situation of subordinate's conflict. In Table 23, by looking at the Significance Level (Sig) is seen less than 0.05 for integrating, obliging, and compromising styles. Considering the approval of hypothesis is valid for just those styles. (Not for dominating and avoiding.)

**Table 22 A:** One-Way ANOVA Test for Managers' Position and Conflict Management Style

		Sum of Squares	df	Mean Square	F	Sig.
<b>Integrating</b>	<i>Between Groups</i>	10.70	6	1.78	3.991	0.001
	<i>Within Groups</i>	78.63	176	0.45		
	<i>Total</i>	89.33	182			
<b>Obliging</b>	<i>Between Groups</i>	4.48	6	0.75	2.681	0.016
	<i>Within Groups</i>	49.05	176	0.28		
	<i>Total</i>	53.53	182			
<b>Dominating</b>	<i>Between Groups</i>	3.88	6	0.65	1.309	0.255
	<i>Within Groups</i>	86.92	176	0.49		
	<i>Total</i>	90.80	182			
<b>Avoiding</b>	<i>Between Groups</i>	2.83	6	0.47	1.193	0.312
	<i>Within Groups</i>	69.53	176	0.40		
	<i>Total</i>	72.36	182			
<b>Compromising</b>	<i>Between Groups</i>	12.12	6	2.02	3.114	0.006
	<i>Within Groups</i>	114.19	176	0.65		
	<i>Total</i>	126.31	182			

To further analyze, the results for each style, the participants from a high level to low-level managers have to be examined. Participants in the level of managers highly use integrating style compared to group leaders. In the meanwhile, those participants are also in the tendency of using obliging style highly than group leaders with a score of 3.26. According to results, if the participants have a non-critical position like a chief, expert, coordinator, they are mostly flexible to use compromising style compared to general managers. As seen in Table 24, the mean value of general managers is quite low.

**Table 23:** Descriptive Statistic of Managers' Position and Conflict Management Styles

		<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Integrating</b>	<i>General Manager</i>	8	4.02	0.879
	<i>Manager</i>	21	4.45	0.479
	<i>Section Manager</i>	73	4.13	0.541
	<i>Team Leader</i>	11	4.31	0.408
	<i>Shift Supervisor</i>	11	4.31	0.428
	<i>Group Leader</i>	17	3.46	1.434
	<i>Other</i>	42	4.19	0.522
	<b>Total</b>	183	4.13	0.701
<b>Obliging</b>	<i>General Manager</i>	8	2.79	0.711
	<i>Manager</i>	21	3.26	0.458
	<i>Section Manager</i>	73	3.06	0.419
	<i>Team Leader</i>	11	3.27	0.382
	<i>Shift Supervisor</i>	11	3.14	0.356
	<i>Group Leader</i>	17	2.68	0.925
	<i>Other</i>	42	3.06	0.547
	<b>Total</b>	183	3.05	0.542
<b>Compromising</b>	<i>General Manager</i>	8	2.50	0.964
	<i>Manager</i>	21	2.96	0.764
	<i>Section Manager</i>	73	3.12	0.731
	<i>Team Leader</i>	11	3.20	0.835
	<i>Shift Supervisor</i>	11	3.02	0.617
	<i>Group Leader</i>	17	2.66	1.272
	<i>Other</i>	42	3.46	0.713
	<b>Total</b>	183	3.11	0.833

**5.1.2.6. Research Question 6: Is there any significant difference between managers' status in the company and conflict management strategies?**

Independent samples t-test was employed to analyze the significant difference between subjects' status of blue-collar and white-collar and preferring certain conflict management styles. As seen the results regarding using conflict management styles in Table 25, the subjects from the blue- and white-collar status are indistinctly different than each other. The blue-collar participants tend to keep away from avoiding styles more than white collar.



**Table 24:** Descriptive Statistic of Conflict Management Styles based on Status

		<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Std. Error Mean</b>
<b>Integrating</b>	<i>blue collar</i>	16	3.179	1.428	0.357
	<i>white collar</i>	167	4.225	0.507	0.039
<b>Obliging</b>	<i>blue collar</i>	16	2.573	0.987	0.247
	<i>white collar</i>	167	3.098	0.459	0.035
<b>Dominating</b>	<i>blue collar</i>	16	2.500	0.803	0.201
	<i>white collar</i>	167	2.468	0.699	0.054
<b>Avoiding</b>	<i>blue collar</i>	16	1.865	0.662	0.165
	<i>white collar</i>	167	2.032	0.628	0.049
<b>Compromising</b>	<i>blue collar</i>	16	2.406	0.983	0.246
	<i>white collar</i>	167	3.177	0.788	0.061

In spite of unspecific results based on the status of participants, independent t-test has been done to understand the mean difference is statistically significant or not. The homogeneity of the variance between the two groups is examined by using Levene's Test for Equality of Variances. It is seen that the 'Sig.' (p-value) is not higher than 0.05 for integrating and obliging style. It means that equality of variance assumption is broken. However, it is also possible that the value of sig (2-tailed) of integrating, obliging, compromising styles smaller than 0.05 and it can be understood that regarding integrating, obliging and compromising, there is a significant mean difference between blue and white-collar status managers (see Table 26).

**Table 25:** Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference
<b>Integrating</b>	<i>Equal variances assumed</i>	72.41	0.000	-6.281	181	0.000	-1.046
	<i>Equal variances not assumed</i>			-2.913	15.4	0.010	-1.046
<b>Obliging</b>	<i>Equal variances assumed</i>	33.69	0.000	-3.835	181	0.000	-0.525
	<i>Equal variances not assumed</i>			-2.106	15.63	0.052	-0.525
<b>Dominating</b>	<i>Equal variances assumed</i>	0.72	0.396	0.171	181	0.864	0.032
	<i>Equal variances not assumed</i>			0.153	17.25	0.880	0.032
<b>Avoiding</b>	<i>Equal variances assumed</i>	0.38	0.541	-1.014	181	0.312	-0.167
	<i>Equal variances not assumed</i>			-0.971	17.69	0.345	-0.167
<b>Compromising</b>	<i>Equal variances assumed</i>	1.07	0.302	-3.651	181	0.000	-0.770
	<i>Equal variances not assumed</i>			-3.044	16.90	0.007	-0.770

In the framework for findings of result, discussion and conclusion of the study will be presented. Further, the recommendations for future research will be made in “Discussion and Conclusion” section.

## **DISCUSSIONS AND CONCLUSION**

### **DISCUSSION**

This study researches the perception of managers to intergenerational conflict and figures out which conflict management styles are preferred by managers to resolve the conflict between different generations of employees. Moreover, this study analyzes the strength of the relationship among managers' perception and the preferred conflict management styles. This chapter commences with the discussion of the research findings by comparing with the previous studies, the limitations of the results, the recommendations will be presented, and in the end, the significant contributions of the study will be provided.

Every single organization has a strategy to handle conflict based on the source of conflict. It is approved that the approach of the head of management affects individuals' effectiveness, job performance, commitment, etc. (Meyer, 2004; Trudel and Reio, 2011). According to findings of some researchers, any generational issues are required to design and implement divergent policies, practices, and business strategies to manage such differences appropriately (Blythe et al., 2008: 153; Cennamo & Gardner, 2008:904). Besides, Jameson (2001) noticed that the managers are perceived as the most available third parties to resolve conflict among employees. To consider different generations' characteristic traits and implement appropriate management methods are very critical for a sustained working environment in organizations. Consequently, this study investigated the managers' perception of intergenerational conflict.

With the framework of this study, the quantitative instrument is reached to more than 500 managers in a different level. The main mass is vast and impossible to control the data process. Finally, the sampling of the main study consists of (N=183) managers. Descriptive statistics are used to figure out the most preferred conflict management styles by managers. Besides, some compare means analysis such ANOVA and Independent t-tests are done for observing the distribution of managers' position, status, education level, and generation. Additionally, the correlation analysis

and regression analysis are done to see the relationship between the manager's perception toward preferring conflict management style.

As the business journals already published in the online press that Generation Y makes up the majority of the management position. According to our results, Generation Y also has been on the management position at different levels. They are widely replaced in a management position and be in charge of decision-making for the organization. Generation Y replaces generation X, and Baby Boomers are rarely in high positions. Besides, the majority of managers consist of the male with the percent of 68.9% in manufacturing industries. Even though a lot of management strategies and method has been changed until 21. Century, the fact that the number of male managers is more than the number of female managers still exist. Considering the level of education level, the managers at white-collar status have a higher education level than the managers at the blue-collar status. It is inferred that thanks to conscious families, especially Generation Y have become well-educated generations. They studied at well-known universities in order to get good jobs and good positions.

According to the findings of the research, the majority of managers encounter with intergenerational conflict in organizations. Individuals' answers to interpersonal conflicts could be classified into five styles by the degree of attempts to satisfy one's personal concern and attempt to satisfy the concern of other parties (Blake and Mouton, 1964; Rahim, 1983) such as integrating, avoiding, dominating, obliging and comprising. The selection of conflict strategies diversifies by the conflict partner. In Rahim's (1986) study for measuring the conflict styles among 1,219 managers tended to use integrating as primary styles and avoiding as backup styles with their subordinates. In our research, even though managers are at a different position and belong to different generations, they prefer to use the integrating style for intergenerational conflict. Afterward, the compromising style has been used by handling intergenerational conflict.

In today's modern business world, the managers who mostly consist of younger generations follow up actual, eligible strategies and implement those strategies in organizations. They have a high concern for self and employees, or they are open to finding out the resolution by communicating. As a general sense, integrating is associated with effective management of conflict (Gross and Guerrero, 2000: 209;

Janssen and van de Vliert, 1996; Rahim, 2001). As a result, the research that is consistent with past research which the managers provide opportunity subordinates to express themselves.

Results about managers' perception of intergenerational conflict demonstrate that the selection of conflict styles is affected by the generation of the conflict partner. Before beginning to more detailed the relationship between the managers' perception and conflict management styles, the knowledge level of managers concerning the generations and especially Generation Z has to be discussed. The managers have an overall knowledge about generations; however; they do not actively recognize Generation Z. Mostly they suppose that Generation Z is techno-savvy, spoiled, arrogant, disrespectful, and unsatisfied. Managers are not ready to give a chance to Generation Z for recognizing them deeply. For this reason, they get on well with the older generations because of consuming a longer time in the same organization and having a shared past.

Regarding obtained results, it is confirmed that there is a positive relationship between managers' perception in terms of giving the privilege to parties and preferring four conflict management styles. Accordingly, managers' perception has positive relationship with integrating ( $r=.296, p\leq 0.01$ ), dominating ( $r=.235, p\leq 0.01$ ), obliging ( $r=.333, p\leq 0.01$ ) and compromising ( $r=.387, p\leq 0.01$ ) styles. The managers prefer to utilize mostly compromising style and obliging based on the conflicting parties. They believe that the conflict should be managed by calling both conflicting sides to reach a mutual goal. On the other hand, the obliging style is affected positively high by managers' perception. The result shows the inconsistency with the study of Yeung and et al. (2014:358), which did not find an age-related increase in the use of obliging at work. Managers do not consider their concern compared to subordinates. If the conflict is seen in the organization between employees, it refers to red alert hanging to resolve immediately.

On the other hand, it is seen that the managers prefer utilizing conflict management styles of integrating when they suppose that Generation X deserves the privilege in the current case. However, the conflict management style which is changed when the managers tend to give the right to Generation Z. Furthermore, the managers prefer to use dominating style when they accept that Generation Z is right in the case.

Even though they believe that Berk adequately accomplishes his responsibility, managers ignore his needs and expectations in the case. The manager's perception has been changed according to giving privilege to different generations. Results also show that a significant relationship cannot be assessed for avoiding styles.

## **LIMITATIONS**

Throughout this study is conducting, Generation Z has not wholly entered the workforce in Turkey. For this reason, the managers have not experienced to work along with them. Hence, findings are limited because of their lack of presence.

## **RECOMMENDATIONS**

With the framework of this study, we intended to give an idea about that low, middle or senior managers should consider some requirements for managing any probable disagreement, discordance, contrast or conflict of Generation Z with older colleagues and superiors. The following are some of the recommendations that should be considered before, to include Generation Z in the workforce:

- Firstly, the employees of Generation Z and older generations who will be included in the team must be identified with their particular characteristics and generational traits.
- The expectations of Generation Z from an organization and supervisor differ from older generations. These expectations are required to be well observed.
- Generation Z is a multitasker and is bored with doing a single task. Thus, supervisor should follow up whether they can handle more than one task at the same time.
- The older generations should be delegated as a mentor to Generation Z, known is techno-savvy, spoiled, arrogant, disrespectful, and unsatisfied to have interacted for mutual targets.
- Generation Z expect close connections and constant feedback from supervisors, so the leader or mentor should have open communication.

- The manager should give responsibility to Generation Z in projects which requested to utilize the traits of being entrepreneurial, creative, and innovative.

If the leader or supervisor take these requirements into account when managing employees of generations, they may not encounter a bigger problem in handling any conflict that arises.

## CONCLUSION

It is seen that Generation Z will take a significant role in the labor market in a short time. Generations Z has a significant interest in debate and involves into the discussions, which give them to present their opinion (Cameron and Pagnattaro, 2017: 324). As the observation of Tulgan (2013), Generation Z is exceptionally self-confident, tends not to resist authority relationships but feel a strong need to be sociable with human. For this reason, the business leaders should recognize them, understand their working life expectancy, working style, and develop their business and working conditions accordingly, to manage conflict between older generations. Furthermore, managers should essentially build strategies for developing hire orientation sessions which addressing fundamental questions and supporting them to orient them to organizational values and ethics. (Chillakuri and Mahanandia, 2018: 34)

It is concluded from the research that today's managers are not ready for new challenges which revealed for the first time between older generations and Generation Z in the workforce. We claim that Generation Z is entirely different from older generations; therefore, the cause of conflicts also is different than previous generations. So, the managers should prepare to address any challenges which occur due to age, experience, thinking, and style with other generations in the organization.

For further research, the model should be designed according to the perception of the Generation Z. In this way, the job performance and efficiency of young generation would be clarified.

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## APPENDICES

**Appendix 1.** A questionnaire created in Google Drive Form Tool

### **YÖNETİCİLERİN, Z KUŞAĞININ ÇATIŞMA YÖNETİMİ VE TARZLARINA İLİŞKİN ALGILARI**

Sayın Katılımcı,

Z kuşağının iş yaşamına yavaş yavaş girmesi ve yakın zamanda sayılarının gittikçe artması ile ortaya çıkabilecek olası kuşaklar arası çatışmayı, günümüz yöneticilerinin nasıl algıladıklarını araştırmak ve iş ortamında karşılaşacakları bu çatışmaları yönetecek yeterlilik ve bilgiye sahip olup olmadıklarını incelemek üzere aşağıda göreceğiniz anket sorularını hazırladık.

Yürüttüğümüz çalışmanın, İnsan Kaynakları Yönetimi çerçevesinde, kuşak farklılıklarının yönetimine ve çatışma yönetimine ilişkin stratejilere yol gösterici olacağına inanıyoruz. Bu kapsamda anket sorularımız dört bölümden oluşmaktadır.

- Birinci Bölüm: Verilerin analizinde bağımsız değişken olacak kişisel bilgiler
- İkinci Bölüm: Kuşaklar ile ilgili farkındalık seviyesini ölçen kesin yargı cümleler
- Üçüncü Bölüm: Örnek bir olayı değerlendirmek için verilen sorular
- Dördüncü Bölüm: Çalışanlar arasında çıkan çatışmanın yönetici tarafından nasıl bir yöntemle yönetildiğini ölçen sorulardan oluşmaktadır.

Vereceğiniz cevaplar sadece ilgili bilimsel araştırma için kullanılacak ve kimliğiniz kesinlikle gizli tutulacaktır. Katılımınız ve katkılarınız için çok teşekkür ederiz.

Ayşe KAVAS

## Demografik Bilgiler

Lütfen aşağıdaki soruları kendinize ve çalışma hayatınızı göz önünde bulundurarak cevaplayınız.

1. Cinsiyetiniz? \*

*Yalnızca bir şıkkı işaretleyin.*

☐ Kadın

☐ Erkek

2. Yaşınız \*

☐ 20-30

☐ 31-40

☐ 41-50

☐ 51-60

☐ 61-70

☐ 71 ve üzeri

3. Medeni Durumunuz \*

☐ Bekar

☐ Evli

4. Eğitim Durumunuz \*

☐ İlkokul

☐ Ortaokul

☐ Lise

☐ Önlisans

☐ Lisans

☐ Yüksek  
Lisans

☐ Doktora

5. Çalıştığınız kurumunuz \*
6. Çalıştığınız kurumdaki Statünüz \*

☐ Mavi Yaka

☐ Beyaz Yaka

7. Şirket içindeki pozisyonunuz? \*

☐ Genel  
Müdür

☐ Direktör

☐ Kısım  
Müdürü

☐ Takım  
Lideri

☐ Vardiya  
Amiri

☐ Grupbaşı

☐ Diğer:

8. Şimdiki iş yerinizde kaç yıldır çalışıyorsunuz? \*

☐ 3 yıla kadar

☐ 4-6 yıl

☐ 7-9 yıl

☐ 10-12 yıl

☐ 13-15 yıl

☐ 16 yıl ve üzeri

9. Toplam kaç yıldır çalışıyorsunuz? \*

☐ 3 yıla kadar

☐ 4-6 yıl

☐ 7-9 yıl

☐ 10-12 yıl

☐ 13-15 yıl



☐ 16-19 yıl

☐ 20 yıl ve üzeri

10. Takımınızda bulunan çalışanların toplam sayısı? \*

☐ 1-10 arası

☐ 11-20 arası

☐ 21-30 arası

☐ 31-40 arası

☐ 41-50 arası

☐ 51 ve üzeri

☐ Diğer:

#### Kuşaklar İle İlgili Bilgi Düzeyi

11. Aşağıdaki kesin yargılardan oluşan cümlelere katılıyorum veya katılmıyorum şeklinde yanıtlarınızı belirtiniz. \*

	Katılıyorum	Katılmıyorum
Bugün iş hayatında üst yönetici pozisyonunda yer alan kuşak Sessiz Kuşak'tır.		
X kuşağının en önemli motivasyonu maddiyat ve kariyerinde ilerlemektir.		
En girişimci ruha sahip kuşak Z kuşağıdır.		
Z kuşağı dijital teknolojilerin artık bir yaşam tarzı olduğu günümüzden başka bir dönem bilmiyor.		
Z kuşağı geri bildirim almaktan çok hoşlanmaz hatta olumsuz geri bildirimi kabul etmez.		

#### Kuşaklararası Çatışmaya Yönelik Senaryo

Berk 2000 yılında doğmuş, İstanbul'da büyümüş ve İstanbul'un iyi üniversitelerinden birinde bilgisayar programcılığı bölümünden mezun olmuştur. Öğrenciliği sırasında büyük firmaların üretim hatlarındaki robotların yazılımı üzerine staj deneyim edinmiş ayrıca part time işlerde de programcılık kodlarının bir kısmını kendi kendine öğrenmiştir. Mezun olduktan sonra deneyim kazandığı alanda çalışmaya karar veren Berk, seri üretim yapan ve yurtdışına beyaz eşya ihracatı yapan bir firmanın üretim departmanında, montaj hattında kullanılacak robotların devreye alınması ile ilgili yazılım desteği veren teknik eleman kadrosunda işe başlar.

6 ayın sonunda hem işi kavramış hem de kendisinden beklenen performansı gösterdiğini düşünmeye başlamıştır. Hatta verilen işlerin çok basit olduğu kanısındadır. Arkadaşları arasında işinden memnun

olduğunu ama yapılan işin basitliğinden çokça vaktinin arttığını boş zamanında telefonda online kurgu oyunları oynayarak harcadığından bahseder.

Berk, aynı üretim hattında 25 yıldır bakım teknisyeni olarak çalışan Ahmet Usta ile çalışmaktadır.

Teknik lise mezunu olan Ahmet Usta alaylıdır. Tecrübesi çocuk yaşta girdiği sanayii işlerine dayanmaktadır. Deneyerek iş yerinde öğrendiği yarı otomatik üretim montaj hatlarının bakımlarını geleneksel yöntemlerle yapmaktadır. Ancak bundan sonra Berk'in de içinde olduğu proje kapsamında devreye giren tam otomatik ve endüstri 4.0 ile uyumlu makinelerin periyodik bakımını üstlenecektir. Ahmet Usta, yeni devreye alınan tam otomatik robotların sık bakım gerektirmesi ve geleneksel bakım yöntemleri harici, yazılımsal bilgi de gerektirmesi sebebiyle hem memnuniyetsiz hem de ilgisizdir. Ne de olsa emekliliğine de çok az kalmıştır.

6 ayın sonunda Berk ile Ahmet Usta'nın arasında ortak ilgi alanlarının az olması ve hedeflerindeki farklılık sınırlı iletişim içinde olmalarına sebep olmuştur. Berk, Ahmet Usta'nın tüm dünya parmağının ucunda iken teknolojiye ayak direyen, dünyada olup bitenleri ertesi gün haberlerden öğrenen, verilen hiçbir işe itiraz etmeden itaat eden gelişime kapalı ve inisiyatif almayan yaşlı bir çalışan olarak görürken Ahmet Usta'da Berk'i emeğe ve yaşa saygı duymayan tabiri caizse zamane züppelerinden görmektedir. Dün gelip bugün görevde yükselmek için türlü fırsatı deneyecek gözü açık bir pozisyon meraklısı olarak görmektedir.

Berk, nihayet çalışmasının sonunda tam otomatik robotları üretim hattında kusursuz bir şekilde devreye alırken aynı zamanda Ahmet Usta'nın sorumluluğunda olan bir kullanım ve bakım prosedürü hazırlamıştır. Ancak, Ahmet Usta Berk tarafından hazırlanan bakım prosedürlerine uymadan geleneksel yöntemlerle robot bakımını yapmaya devam etmiştir.

Ürünlerin geometrik ölçülerinde sapmanın olduğunu gören Berk bir anda çok sinirlenir ve Ahmet Usta ile tartışmaya başlar. Herkesin içinde onu azarlar ve cahillikle suçlar.

Üretim alanında yaşanan krizi öğrenen yöneticinin önünde birden fazla problem durmaktadır. Bunlardan biri hatalı ürünlerden dolayı çıkan maddi kayıp diğeri ise çalışanların arasında yükselen tansiyonun çalışma ortamındaki havayı bir anda değiştirmesi ve çalışanların huzursuzluğuna sebebiyet vermesi. Yönetici nasıl bir yol izleyeceğini düşünmektedir.

12. Lütfen yukarıdaki senaryoyu göz önüne alarak aşağıdaki soruları değerlendiriniz. \*

	Evet	Hayır
İki veya daha fazla kişi veya grup arasındaki çeşitli kaynaklardan doğan anlaşmazlıklar, zıtlık, uyumsuzluk, birbirine ters düşme unsurları çatışma olarak tanımlanabildiğine göre, sizce yukarıdaki senaryoda Ahmet Usta ve Berk'in karşı karşıya kaldığı durum bir çatışma olarak nitelendirilebilir mi?		

13. Lütfen aşağıdaki önermeler ile ilgili düşüncelerinizi verilen ölçeği dikkate alarak belirtiniz. (1- Kesinlikle katılmıyorum, 2-Katılmıyorum, 3-Ne katılıyorum ne katılmıyorum, 4- Katılıyorum, 5- Kesinlikle Katılıyorum) \*

	Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Kesinlikle katılıyorum
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1. Berk teknoloji konusunda ne kadar iyi olursa olsun Ahmet Usta'ya karşı yaklaşımı doğru değildir					
2. Berk'in yeni robotik sistemlerin devreye girmesinde aldığı rol ne kadar önemli olursa olsun ayrıcalıklı değildir.					
3. Berk pozisyonunda daha hızlı yükselmek istediğinden kusursuz bir işlemin yürümesi için fabrikada takındığı tavırda haklıdır.					
4. 25 yıllık deneyimine rağmen Berk'in bir proje uğruna Ahmet Usta'nın fabrikadaki itibarını sarsması doğru değildir					
5. Ahmet Usta'nın yaşı itibariyle emekliliğinin de yaklaşmasından ötürü yeni teknolojik gelişmeleri takip etmemesi fabrikadaki pozisyonu itibariyle sorun değildir.					
6. Ahmet Usta çalıştığı sektör itibariyle yeniliklere açık ve teknolojiyi içeren sistemlere ayak uydurmalıdır.					
7. Çalışanların arasında çıkan bu tür anlaşmazlıklar yaş farkından ve algı değişikliğinden kaynaklanmaktadır.					

	Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Kesinlikle katılıyorum
1. Her ikisi için (Ahmet Usta ve Berk) kabul edilebilir bir çözüm bulmak için çalışanlarım arasındaki yaşanan bu sorunu araştırmaya çalışırım.					
2. Çatışma yaşayan astlarımla ihtiyaçlarını karşılamaya çalışırım.					
3. Çalışanların yaşadığı bu anlaşmazlığı zor duruma düşmekten kaçındığım için görmezlikten gelirim.					
4. Ahmet Usta ile Berk'i bir araya getirir sorunu çözmek adına ortaklaşa bir karar alır, fikirlerimi onların fikirleriyle birleştirmeye çalışırım.					
5. Her ikisinin de beklentilerini karşılayan bir soruna çözüm bulmak için onlarla çalışmaya çalışıyorum.					
6. Her iki tarafın anlaşmazlığını çözme konusunda açıkça tartışmaktan kaçınırım.					
7. Genel huzuru göz önünde bulundurduğumdan Ahmet Usta ile Berk arasında bir orta yol bulmaya çalışırım.					
8. Kendi fikirlerimi kabul ettirmek için ikisinin üzerinde de baskı kurarım.					

9.Anlaşmazlıktan doğan çatışmayı uzatmamak için otoritemi kullanarak lehime karar veririm.					
10.Ahmet Usta ve Berk'in isteklerini dikkate alırım.					
11.Her ikisinin de isteklerini koşulsuz benimserim.					
12.Sorunu birlikte çözmek için Ahmet Usta ve Berk ile bir araya gelir bilgi alışverişinde bulunurum.					
13.Her ikisine de ödün verirdim.					
14.Ahmet Usta ve Berk'in anlaşmazlıklarında tıkanmayı görebildiğim için onlara bu sorunu çözmek için orta yol öneririm.					
15.Nihai bir uzlaşmaya varabilmek için her ikisini de pazarlığa davet ederim.					
16.Anlaşmazlığı çözeyim derken her ikisi ile de anlaşmazlığa düşmekten çekinirim.					
17.Ahmet Usta ve Berk ile karşılaşmaktan kaçınırım.					
18.Anlaşmazlığı genel itibariyle çözmek için uzmanlığımı lehime karar vermek için kullanırım					
19.Ahmet Usta ve Berk'in önerilerine uyarım.					
20.Uzlaşma sağlamak için her ikisi ile de pazarlık yaparım.					

21.Sorunun kendimi ilgilendiren kısmını da yakından takip ederim.					
22.Sorunun en iyi şekilde çözülebilmesi için Ahmet Usta ve Berk'in tüm endişelerinin açığa çıkmasına çaba gösteririm.					
23.Ortak karara ulaşabilmek için Hem Ahmet Usta ile hem de Berk ile işbirliği yaparım.					
24.Ahmet Usta ve Berk'in beklentilerini karşılamaya çalışırım.					
25.Pozisyonum gereği sahip olduğum gücü Ahmet Usta ve Berk arasında bir rekabet olarak görür ve haklı olduğuna inandığım tarafın kazanması için kullanırım.					
26.Anlaşmazlığa ilişkin olumsuz görüşlerim de olsa bu duyguları önlemek için Ahmet Usta ve Berk ile olan görüş ayrılıklarımı belli etmem.					
27.Ahmet Usta ve Berk ile tatsız tartışmadan kaçınırım.					
28.Ahmet Usta ile Berk arasında yaşanan sorunun doğru anlaşılabilmesi için onlarla çalışmaya çaba gösteririm.					

**Appendix 2. Etik Kurul Kararı**



SAYI : 75248192/ 695  
KONU :

25/04/2019

### İŞLETME BÖLÜMÜ BAŞKANLIĞINA

İlgi:17.04.2019 tarih ve 630 sayılı yazınız.  
Bölümünüz öğretim üyesi Prof.Dr.Ömür N.T. ÖZMEN'in ilgi yazıda belirtilen anket çalışmasına ait Fakültemiz Etik Komisyonu'nun görüşü ekte gönderilmektedir.  
Bilgilerinizi rica ederim.

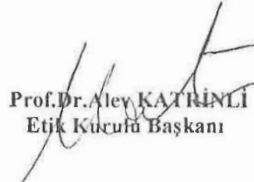
  
Doç.Dr. Alper ARISOY  
Dekan Yardımcısı


Ek: Etik Komisyonu Görüşü

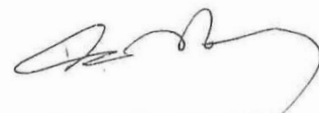


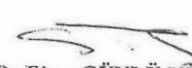
## GÖRÜŞ

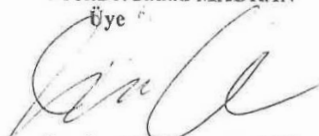
17/04/2019 tarih ve 630 sayılı anket formunuz komisyonumuz tarafından değerlendirilmiş olup, çalışmanın yürütülmesi ile ilgili olumlu görüşe varılmıştır.

  
Prof.Dr.Alev KATRİNLİ  
Etik Kurulu Başkanı

  
Prof.Dr.Yeşim KUŞTEPELİ  
Üye

  
Prof.Dr.Canan MADRAN  
Üye

  
Prof.Dr.Ebru GÜNLÜ KÜÇÜKALTAN  
Üye

  
Doç.Dr.Ali Şevket OVALI  
Üye