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WHAT IS THE EFFECT OF MEDIATION IN RESOLVING BETWEEN GENERATION Y
AND Z IN THE WORKPLACE IN DUBLIN?

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ABSTRACT

It has caused conflicts between generation Z, which started business life today, and generation Y, which has different characteristics. The change created by the Z generation, which developed a unique behavioural structure unlike other generations, started to find a place in business life.

By examining the relationship of conflicts in the workplace with generations, mediation in resolving disputes arising from generational differences has been discussed in the literature review and the interviews.

Secondary objectives define the Y and Z generations to determine the boundaries of the research and examine the conflicts that may arise between the Y and Z generations in the workplace. And the reasons for the conflicts between the two generations have been examined and discussed what reconciliation and its impact on conflict in the workplace is.

Additionally, qualitative research conducted in Dublin analysed the effects of differences between the conflicting Y and Z generations. As a result of the interviews, concepts such as the orientation of the Y and Z generations in the workplace to conflict situations and conflict process were examined.

Keywords: Alternative Dispute Resolution, Mediation, Workplace Mediation, Generation Y, Generation Z, Intergenerational Conflict, Workplace Conflict.

1. CHAPTER 1: INTRODUCTION

1.1. Overview

As globalization increases and technology advances increase, intergenerational variations may play a more important role than socio-economic differences in determining behaviour. And with this differentiation, in the workplace, new problems arise, and even generation conflict with previous generations is experienced.

The problem is some people are not cognizant of or do not understand subsequent generation. Therefore, they struggle with understanding the new generation. Productive mediations and negotiations help limit problems that arise from a business or personal dispute and the unwillingness to acknowledge generational differences.

1.2. Statement of the Problem

In particular, the research will investigate the factors that exist in a conflict that influence generational differences between Y and Z in the workplace and how the mediation affects the conflict between generations Y and Z, or what role they play in organizational performance.

Generation cohort theory is widely accepted as a theory of social history that explains and discusses differences and changes in generational cohorts and public attitudes over time. It was first described systematically by Neil Howe and William Strauss in their 1991 book *Generations* and further developed in its sequel, *The Fourth* (Marianne McGarry Wolf, Scott Carpenter, and Eivis Qenani-Petrela, 2005, p. 186).

The popular concept of intergenerational conflict is derived from political science and theories of rational choice, pocketbook voting. These theories suggest that political parties and candidates mobilize voters by appealing to individual interests. This theory has been adopted by those who study intergenerational relationships (Emery, 2012, p. 8).

1.3. Research Question

Depending on the approach of the problem and being aware that we have to work with people and therefore conflicts are inevitable, the following questions arise to integrate into the business world.

Is there an effect of mediation in resolving conflict in the workplace?

Have you ever had an experience of between Y and Z workplace conflict in the mediation process?

What kind of conflict is usually there between Y and Z in the workplace?

What is the effect of mediation in resolving the conflict between Generation Y and Z?

1.4. Purpose of Research

Research: It is carried out to understand the reasons and results of the conflict that generation Y experienced with Z, a new and dynamic generation, into the working life. And it is determined whether workplace mediation has a role and importance in resolving the conflict between Y and Z generations.

With the two generations starting to work in the same workplaces in today's business life, the differences become clear. The different business models and roles that started with the new generation have changed business life. The problems have increased, and new conflict revealed. These emerging problems cause conflicts in the workplace, and alternative solutions are produced for the problems. Mediation, an alternative solution, examines the effect of the conflict between Y and Z in resolving the conflict and finding the underlying causes of the conflicts that emerged thanks to the analysis findings.

The information collected includes the experience, feelings, and analysis of the participants on the mediator. The data collection process includes in-depth interviews to enable participants to express their experiences.

1.5. Aims and Objectives.

This research aims to review the literature on the topic of generational conflict differences between Y and Z In the workplace and to examine the effectiveness of mediation between the problems of Generation Y and Z in the workplace in Dublin.

The aims of this research are:

- To frame the research subject by Defining Generation Y and Z in workplace mediation.
- To identify the nature of conflicts between generation Y and Z in the workplace.
- To evaluate the experience of conflict between generations of the mediator providing workplace mediation.
- To measure the effectiveness of the mediation service between Generation who have used the mediation service.

1.6. Methodology and Structure

The current research aimed to use a qualitative data and interpretivism philosophy in the following chapters.

The research consists of five parts.

- The First Part (Introduction) includes Overview, Statement of Problem, Research Question, Purpose of Research, Aims and Objectives, Methodology and Structure, Assumptions and Limitations, and Importance of the Study.
- The Second Part (Literature Review) contains the detail of the literature surrounding the secondary research.
- The Third Part (Methodology) includes Research Design and Methodology; Philosophies, Approach, Strategy, Choices, Time Horizon and Data Sample and Data Collection; Data Sample, Data Collection and Analysis and Contribution of the Study, Limitations of the Study and Ethical considerations.
- Part Four (Data Analysis) includes the analysis of all the information collected during the research.
- The fifth part (Discussion, Evaluation and Conclusion) contains the research results and the evaluation of the question under investigation.

1.7. Significance of the study

This study will attempt to understand how conflict arises between the differences between Y and Z in Dublin and what effect mediation has on conflict prevention.

2. CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

The concept of a generation has existed as a phenomenon described continuously from the past to the present and is used to understand the differences and grouping individuals within periods. Although the concept has been studied for many years, the research focused directly on generations only in the 20th century.

Being late in research on this subject actually prevented generations' real analysis and understanding of the differences and requirements. The concept of generation, which is not addressed in its sociological aspect, has not been the subject of correct approaches due to the increase in research on marketing and the wrong handling of the subject. This situation, which harmed the concept, and recognizing the concept with unconfirmed information due to its popularity, caused unrealistic features to reach an awareness.

In the 20th century, with the change of approaches regarding generation, studies were carried out by considering the environment, history and other effects. These studies received an answer to the question of what the concept of a generation has enabled us to make common inferences in other areas affected by generations.

The individuals that make up the generations have formed the basis of the organizational structure since ancient times. The concept has started to be expressed in the last seventy years, introducing the concept of the organization into our lives and the development of behavioural sciences. The behaviours within the organization were analyzed in detail by examining the reasons, processes and outcomes of these behaviours, and the resulting results enabled the negativities experienced within the organization to be revealed.

Conflict emerges as an important issue within the organization, and it has the potential to affect the organization negatively, and it can also form the basis of development. However, approaches regarding the concept of conflict, which has been perceived as a negative phenomenon by traditional approaches for many years, began to change with the causes of conflict. Understanding these causes has led to the real consequences of the conflict, and the realization that the outcomes can be positive further increased the need for conflict management and investigation.

When examining the differences between individuals and groups, which is one reason we encounter conflict formation, it is necessary to understand the effect of generations, and recent

studies are beginning to explain them. However, the researches that have already been carried out do not adequately reflect the current situation in its current aspect.

While many studies on past generations allow us to examine the conflict between these generations, the effects of the new generations entering our lives on the concept of intra-organizational conflict have not been supported by research. The biggest factor of this situation is that studies of generation Y are examined globally and regionally with more detailed analysis. Although generation Y refers to about 50 years ago, it is still impossible to make clear statements about this generation's contribution to working life. Generation Z is starting to gain a new place in our lives and gradually show their differences in our social and working lives. The fact that generation Z has a very recent history causes the studies related to it to be made only for understanding the Z generation.

In this context, people who act as mediators in workplaces can solve the problems that arise between two generations in business life. Sometimes conflicts arising between generations can be resolved utilizing mediators. Therefore, this study focuses on understanding whether the problems that may arise between the Y and Z generations in business life can be solved through mediation.

2.2 Generation

2.2.1 Definition of the term Generations

The concept of a generation has started to appear more and more in the past twenty years. The importance of this concept has begun to be understood as the differences between individuals increase in today's world where technology creates a breaking point and changes in societies accelerate. In fact, the concept of a generation has been a phenomenon that has started to be felt with the transition of people to collective life and has not been clearly expressed until the recent era. This phenomenon explains the differences in behaviour and perception of individuals influenced by historical events and their environments. (Zaporzan, 2010, p. 12-13).

Generations actually play a major role in forming the period after them, although they are influenced by the period before them during their time in society. The word generation also refers to a period of twenty-five to thirty years, that is, from the birth of a person to adulthood (Cambridge Dictionary, 2021). This definition can also maintain its validity for a long period in terms of showing the formation period of each generation between the 18th and 20th centuries, considering the changes caused by historical events in societies.

Individuals' reactions to the views they are affected by also constitute a triggering mechanism. This mechanism plays a role in the formation of the building blocks of the next generation. When we examine this as a society, since the events affecting the welfare level and conditions of the period corresponding to the different periods of the individuals, both the magnitude of the historical events and the perceived differences of the individuals cause the generations to be classified separately (Burnett, 2008, p. 27-41).

Studies on generations are made more and more due to the increasing differences, especially in today's world, where developments are accelerating. Although the concept of generation is an old concept, the research carried out until the 1900s have been made on how generations can affect the next periods rather than directly focusing on generations. With the deepening of sociological research since the 1900s, research has been started on the effects and influences of generations, especially with two great wars and the accompanying economic depressions. (Burnett, 2008, p. 25-28).

These studies, which have gained momentum in the last two decades, have gained importance due to the increase in welfare and the intertwining of different generations after the prolonged human life span and have started to make serious progress thanks to the deepening of the investigations. With the developments spreading over many years and having a radical effect on the society are now more instantaneous in today's rapidly developing and changing world and their global effects have increased, the reactions of individuals to these effects have become more important in terms of both social (Strauss and Howe, 1991, p.9-13).

The discourse that the effects of past generations that started with Comte change the dynamics of today has become important in terms of seeing that the society changed the perception and behaviour of the generation living in that period, apart from the direct effect of radical events that changed the course of history in a sense (Stuart Mill, 1875, p. 76-79). In his article on this subject, Mannheim tried to define generations through the problems created by both nature and social factors by looking at how individuals are affected from a different perspective. The fact that the beginning of these problems developed from the existence of the individual and the end coincided with the last periods of the individual constituted the basis of the subject and made it easy to explain how the great changes created by the historical events in the examined period in the society affected the problems between the generations of the period in question.

While the studies conducted until the beginning of the 21st century generally focused on the problems caused by generations and the differences of opinion caused by these problems in the

society, research carried out in the last 15 years before the 21st century explained the new personality traits created by these differences and also started to show. While developing previous studies by stating that generations follow a certain cycle, Strauss-Howe generation theory emphasized that the periods they mentioned were shaped under big events. In fact, these events occurred under the influence of the previous generation (Strauss and Howe, 1991, p. 9-11). Strauss and Howe developed the theory and demonstrated for the first time the link between historical cycles and generational cycles through their work on American history. The inclusion of past research in explaining this link has created the biggest breaking point of the theory. In the past, researchers such as Julius Petersen in Europe have also explained the generations of the European continent, and common findings have contributed to the current state of the theory (Jaeger, 1985, p. 276-278).

In the 21st century, with the increase in research on human and social life, generation research has diversified, and studies have begun to be conducted not only on historical but also on past and future generations and their solutions (Strauss and Howe, 1991, p. 13-14; Burnett, 2008, p. 38-41; Strauss and Howe, 1997, p. 250-254).

2.2.2 Defining Generation Z

Although their names have frequently appeared in the literature recently, individuals born with the introduction of the internet into our lives are included in recent studies as Generation Z.

Generation Z appears to be the best generation. When we look at the common findings of the researchers, the years 1994 and 2000 are considered the beginning, and it is seen that the individuals born after these are within this scope. As the generation of artists, generation Z is the main generation of destruction and change. Unlike the Y generation, generation Z appears as the generation born in technology (Wheeler, 2018). With the introduction of the internet into our lives in the early '90s, the generation found itself in fast consumption. This generation also referred to as the Internet generation, is known by many names. Called by names such as IGeneration, Gen Tech, Digital Natives and Plurals, this generation is a generation where technology comes to life.

While the overprotection of the X generation enabled them to grow up under intense pressure and goals and develop character traits related to this, the ease of reaching the standard level of living conditions enabled them to approach social life from a different perspective (Wheeler, 2018).

When social life was combined with working life, this period revealed the necessity of breaking down past ideas. Being not a creator or creator, but understanding and developing, gained importance in the 20th century has also been effective in this regard. The things that are tools for the past generations express the life of the generation Z, and for them, life turns into a situation that moves through networks, leaving the dimension of dual relations (Zemke, Raines and Filipczak, 1999, p. 127-153).

To understand the Z generation, we first need to understand how this generation is shaped. The process of women's participation in business life, which started with generation Y, caused the people of generation Z to grow up in a new family structure. Unlike Y individuals who are raised by the mother who is predominantly at home, generation Z discovered life in a developmental period where the father actively contributed to upbringing and worked at home (Koulopoulos and Keldsen, 2016, p. 15-35).

2.2.3 Defining Generation Y

Generation Y refers to a generation that prefers individuals born after 1980 but has many different opinions about its end. These individuals, who participate in social and business life, especially when technology is developing, have an important place in terms of being the generation that initiates the dissolution in societies. While many researchers about the end of the generation accept the 2000s, it has been started to be concluded that this year is 1994-1995 in the latest studies (Twenge, 2010, p. 1117-1118).

Looking at the research on the subject in general, while the Y generation seems to have continued until the 2000s in the studies conducted until the early 2000s, it has been revealed by the new studies conducted in recent years that the breakdown actually started before. When we look at the dynamics of the generation, we see a community that finds the sociality that the past generation tried to add to their lives wrong (Howe and Strauss, 1991, p. 82).

Conflicts against the authoritarian X generation, especially in the workplaces, are frequently seen as personal satisfaction conflicts with the views of the previous generation (Twenge, 2010, p. 1132). Although generation Y is a highly respected generation, their passion for establishing cause-and-effect relationships has enabled them to learn quickly, respect blindly, and adapt more to authority. With the rapid development of technology, the individuals of this generation, who instantly reach the global effects, have become more prone to loneliness under the intense flow of information (Coupland, 1989, p. 142).

Although there are differences between generations due to the status within each society, the fact that the Y generation is in the consumption period and the global spread of technology has caused the differences between them to close. As the social status differences widened, the reactions and directions of the reaction were similar.

This generation, which has gained more information than the previous generation, has turned into individuals who fight for many opinions, with the anxiety of learning everything. While this has become a passion for them, realizing their expectations has been critical in their lives. The biggest difference from Generation X is that they insist that their innovations are appreciated. For them, appreciation is the most important phenomenon, and failure to appreciate can initiate changes and destructions in their work and social lives (Koulopoulos and Keldsen, 2016, p. 33). The depth of these destructions has increased especially under the influence of the protectionism of the X generation. Generation Y, raised by the X generation, attached great importance to the sense of appreciation due to the devotion to the support of their family. Despite their fondness for freedom, they existed as members of their environment. (Wheeler, 2018).

2.2.4 An overview of Generational Differences

Emotions are intense in youth, and they are constantly changing. The young person is somewhere between happiness and sadness, love and grudge. Excessive psychological reactions and inconsistency in his movements are indications of this age-old hesitation. While the young man tries to control his inner desires, he may also conflict with his surroundings. It strives to create a balance between the inner world and the outside world. The young desire to lead a life of their own wants to achieve their freedom. At this stage, we see that the young person often experiences a difference in opinion and conflict with her/his family (Hart et al., 2003).

Unlike physical, sexual and spiritual transformations, a transition from childhood to adulthood through adolescence involves significant transformations in personality and social behavior influenced by parents, other family members, peers and school (Gibbons, 2007).

While the person is in a receptive position towards his parents in his childhood stage, the adolescent individual, who is seen to be different from this approach in the adolescent stage, keeps away from his family to understand his ideas and feelings about life. It tends to new areas in the field of ideas that encapsulate the opinions of others as opposed to influences from only the parent. This type of behaviour of the adolescent individual desires to gain appreciation,

approval and extreme freedom from others. The need to reveal his own character by breaking the bonds makes adults feel obliged to be dependent on them. The fight the adolescent is waging for his independence is against his family and the whole control mechanism. The socialization of two generations in different ways creates a difference between generations in terms of ideas, beliefs and activities. Thus, the social and cultural forms adopted by parents differ somewhat from those adopted by children. Likewise, the decrease in socialization as the age increases or the decrease in adaptation to the society is another reason that increases the gap between generations. Due to this feeling and idea of separation between generations, a perfect relationship between parents and adolescents cannot be established at an appropriate level (DeVaney, 2015).

2.3 Conflict

2.3.1 Definition of Conflict

The concept of conflict broadly means opposition and conflict. In a narrow sense, it means to fight. Conflicts consist of differences of opinion, feelings, interests and goals. For this reason, conflict occurs wherever there is a human community. Because there is no perfect harmony and balance in the relationships between people. Even in a harmonious family, there is conflict, a struggle to influence and differentiate each other. Harmony-disagreement, rapprochement and separation are the phenomena that are constantly encountered between friends and lovers; therefore, conflict is an inevitable part of life (Yörükoğlu, 2000, p.204).

Since conflict has been a subject of research by psychology, social science, anthropology, politics and administrative sciences, it has been explained differently by different scientists, taking into account its various aspects (Williams and Page, 2011). Darwin, Marx and Freud made the first explanations about the expression of conflict. These three theorists emphasized the competitive and destructive aspects of the conflict. According to Darwin, the concept of conflict is the racing struggle for life and the continuation of the most reasonable. According to Marx, this concept is a class struggle; according to Freud, the war between the id (lower ego) and the superego (upper ego) with psychosexual development. These 3 theorists have guided the scientific studies that came after them by emphasizing the competitive and destructive aspects of the conflict (Cited in Deutsch, 1994).

The general use of the term conflict mostly means violence, destruction, hostility, fight and war. Conflict is generally a peculiar situation for all living things. When every living creature wants to meet a vital need, it will cope with problems and tension, and conflict will arise when faced with an obstacle. When the conflict is handled personally, it can be expressed as

inconsistency. It can also be expressed as a situation of hostility and fighting that tries to prevent each other from reaching each other's goals. Conflict is when the individual feels separate from other individuals and in quarrel, and it manifests itself when he realizes that his own desires and needs are prevented (Cennamo and Gardner, 2008).

Janićijević (2008) suggests that there should be four elements for an event to be qualified as a conflict (cited in Spaho, 2013):

- Conditions that are the basis for the occurrence of the conflict, such as lack of resources, incorrect organization policy, incorrect rewarding arrangements, wrong organizational thought,
- Emotional state of people and classes such as stress, tension, hostility, anxiety,
- The cognitive state of persons and classes that the conflict is present and that a different party may be in danger or the situation is putting their interests at risk,
- Conflict from passive resistance to fight,

Conflict is a mobile communication process that occurs in conflict, contradiction and incompatibility that arise for different reasons and can harm the institution and personnel if not managed well. Conflict in the institution is expressed as events that emerge from working together of individuals and classes and cause normal actions to stop and become complex (Eren, 2015).

2.3.2 The Nature of Conflict in Workplace

The causes of conflict have been identified differently in different studies. The causes of conflict differ according to structural theory and psycho-cultural theory. According to the structural conflict theory, conflict arises from the competing goals of groups. Psychocultural theory tries to explain the conflict with the psychological and cultural forces that shape the individual's beliefs about himself, values and behaviors. According to this theory, the source of conflict is psychological and cultural differences (Karip, 2015).

Daniel Katz (1965), one of the first theorists of conflict, identified the main sources of conflict as economics, value, and power. Economic conflict involves competing motives for scarce resources. Conflict of value includes incompatibilities in lifestyles and preferences that arise from the principles and practices people believe in. Power conflict occurs when each party wants to maintain or maximize its impact on the relationship and social environment (cited in Beheshtifar and Elham 2013). While Mayer (1986) explains the reasons for conflict with individual attitudes and behaviors, Moore (1996) arises from elements such as duties, values,

and goals. There are many reasons for conflicts arising in businesses. It is possible to examine the main reasons for the conflict under the following headings.

1. **Limited Resources:** The limited resources such as human, machine and money resources in the enterprises cause problems in sharing these resources by the persons or units in the enterprise. People and units want to have more resources to provide better service, and these requests cause conflict. In addition to the limited resources, the common use of resources also emerges as a cause of conflict. For example, the use of more than one person or unit from a single vehicle can cause conflict. The sharing of limited resources such as human, machine, service and money in the enterprises by the individuals or units in the organization emerges as a cause of conflict (Eren, 2015). Departments that have come together to carry out various tasks and specialize in certain areas need resources to fulfil their duties more effectively and achieve their goals. The resources allocated to them are actually quite limited. The aim is to get more shares in the allocation of these limited resources. In some cases, more than one department may use the same resource and cause conflict (Bodin, 2002). Businesses engage in several activities to turn inputs into outputs. The inputs that we can count as labour, capital, raw material, etc., that is, the resources of the enterprise are distributed among the departments of the enterprise. The fact that individuals and groups in the enterprise share certain and common resources regarding their activities and compete to increase their shares creates an environment that increases the possibility of conflicts occurring. In other words, there is fierce competition for resources that are less than what is needed (money, equipment, physical space, status, interest, etc.) and that cannot be adequately allocated to the parties. In this competition, if one party's gain causes the loss of the other, it causes conflicts between individuals (Nicotera, 1995, p. 160).
2. **Purpose Differences:** Different aims of individuals and groups in businesses can be a source of conflict. Sometimes each unit attributes the corporate success to the achievement of its department's purpose, ignoring the contributions of other departments in the realization of the corporate purpose. Sometimes, the goals of different units may conflict with each other. For example, while the finance unit is trying to reduce the cost of resources, the marketing department may request an extension of the terms in forwarding sales to increase sales. On the other hand, not determining the goals clearly and clearly can cause conflict in the enterprises. Different views on the goals to be achieved between individuals and groups in businesses and the

unclear definition of the goals can lead to conflicts between groups or individuals. As each unit tries to maximize its own goals and objectives and increase its success, they are contradictory, and disagreements arise. Because each unit associates organizational success only with the success of its own unit and sees and perceives the organization from its own point of view (Kindler, 1996).

3. **Conflict due to differences in perception:**

As stated in our basic definition of conflict, we define a conflict as a conflict in which they perceive a threat to the parties' needs, interests, or concerns. One of the key elements of this definition is that each party can have a different perception of any given situation. Such differences will arise due to several factors that create perceptual filters that affect our responses to the situation (Wisconsin-Madison, 2017). The perception difference is one of the causes of conflict that can often create disharmony between individuals and stakeholders. Perception is one of the most important factors affecting behavior, and individuals' different value judgments can lead to different attitudes in their perceptions of different goals. In addition, the lack of communication and information leads to a lack of perception and can create a beginning for conflict.

2.3.3 The nature of conflicts faced by generation Z and Y

Generally, while generations consist of children of the previous generation, generation Z changes at this point. As children of both X and Y generations, they have grown under different cultures and prevented the creation of views to a great extent (Finch, 2019). Like the members of Generation Y, whom the X's raised with overprotective attitudes, the X's also tried to raise the children of the Z generation as a result of the difficulties they have experienced in the past, but the dominance of the environmental effects has pushed the Z generation away from the social and political life of the Ys. This generation, raised with faith, despite being successful by their parents, is defined as the leaders of the future (Koulopoulos and Keldsen, 2016, p. 30). In addition, with the improvement of today's living conditions on average, the prolongation of human life gives the impression that they will affect them for a long time (Strauss and Howe, 1997, p. 74).

It was considered a problem that the generation Z started working in relatively more difficult economic conditions than the Y and faced problems such as the global increase in the unemployment rates of young populations. However, generation Z has come out of the job descriptions we know by using changing factors and achieved the welfare they want by using

their creativity and creativity in making money shows that this is not very realistic (Jehn, 2008, p. 466-467).

To reach the ideals in their lives, the Ys have put forward ideas about life with realistic approaches, which has revealed their tendency to continue their lives more safely (Elmore, 2019). For Z's, dreams come first. This generation aims to take risks in using the aspects they are good at and develop these aspects. Generation Z joined society with the instincts of acting on their own to survive, despite the intense guardianship of the X generation. The increase in the diversity and accessibility of knowledge has enabled them to become individuals who can make quick decisions about discovery and progress and turn it into business lines and contribute to the development of the Z generation (Finch, 2019).

Z's leave the Ys and emerge as a generation prone to individual work, not group work. Z's are sensitive to the development of themselves and their surroundings regarding their success. The school-weighted education world of the Y's has changed in the individuals of generation Z. The lecturers of this generation have made it easier for them to achieve success. The stereotypical understanding of working with the test and order follow-up system of the past has started to change its place with practical studies instead of result-oriented and rote education, with the Z's passion factor (Casey et al., 2019).

Z's not only changed their own business world but also caused different orientations to reach them. The efforts of individuals of this generation to reach the best in a more competitive environment with the growth of the consumer world have led to the creation of different practices in gaining these consumption habits and brought the perception of providing the best quality and best services at the best prices. The connection that Z's established with their own environment and the whole world through social networks enabled them to reach fast information and see and experience difficulties more (Stillman and Stillman, 2017, p. 93-94).

While we can clearly distinguish the behavioral characteristics of different cultures between communities when we look at the past, the transformation of the intertwined social reactions of Generation Z into global actions clearly reveals their success in directing technology towards their own purposes (Finch, 2019).

Although the Y generation grows with technology, technology represents a tool for them (Stillman and Stillman 2017, p. 99). On the other hand, Z's combined technology with their lives and started to express themselves with the use of these tools. One-to-one relationships have left themselves to social networks, and the concept of friendship and togetherness has also

been affected by this. Research show that Z's are greatly affected by being accessible and operable at any time. However, all these speed and developments have also affected the direction of the development of Z's in business (Zaporzan, 2013, p. 15).

While developing technology leaves the status of doing the work from human to machine, it has prevented people from gaining experience in the actual construction of the work. The Z's, who manage the correct operation of the job and find a place in the business life by analyzing the outputs of the work, lose their passion for the job as they move away from the nature of the job (Casey et al., 2019). Z's passion for individual work emerges as one of the main reasons for their disconnection in collective work and their relationship with society.

2.3.4 Measurement of the conflict issues in the workplace

There is a parallel between the size of the organization and the level of conflict. As the organization grows, the aims of the organization and the means to achieve its goals become more complex, hierarchical levels increase, new specialities, roles and statuses emerge, and all of these causes an increase in conflict within the organization (Kindler, 1996).

Each manager has a unique management style. From the decision-making process to time, each manager can follow different paths and have different priorities. If there are significant differences between the manager and his subordinates on these issues, they may cause conflict. Conflicts are likely to arise between managers and their subordinates, especially those described as work enthusiasts. Another issue is that his/her subordinates do not adopt the management style applied by a manager, which may lead to disputes and conflicts (Kindler, 1996).

2.4 Mediation

2.4.1 Definition of Mediation

In general, mediation is a process that facilitates negotiation between the parties due to a dispute to achieve a significantly successful outcome (Harkavy, 1999; Lewicki, Weiss, & Lewin, 1992). Many studies reveal that mediation produces better organizational outcomes than non-intervention or an inclusive outcome such as arbitration. Because mediation, which is often cost-effective, is considered a more satisfactory method for the interested parties (Bingham, 2004). Harkavy (1999:156) suggests that “mediation provides a comfortable forum for all parties and thus is more likely to facilitate a workable resolution to a dispute than a more adversarial process involving rights adjudicated in a formal setting under a fixed set of rules”.

Generally, there are three types of mediation (Bingham, 2004; Nabatchi, Bingham, & Good, 2007):

Evaluative Mediation: A mode where the mediator offers an expert opinion to evaluate the legal and substantive merits of an allegation to inform the parties about the strengths and weaknesses of their case.

Facilitating Mediation: In this way, the mediator structures the process for the parties and applies problem-solving techniques to move the parties towards a solution.

Transformative Mediation: This style is less directive than the other two approaches but offers parties opportunities to clarify their own interests, goals, and choices to understand better or accept the other's perspective and resolve their own conflicts.

Mediation is becoming an increasingly important aspect of organizational integrated conflict management systems. Mediation, which is thought to be effective in disputes involving strong feelings, is also becoming increasingly preferred to resolve complaints of discrimination and harassment. However, mediation can also help resolve the relational and emotional aspects of a persistent conflict with alleged psychological injury (Retzinger & Scheff, 2000). Studies have found that employees involved in an interpersonal conflict mostly just want to quit and reconcile rather than retaliate (Harlos, 2004). For example, in mediation, it is always possible for one of the persons to apologize, but not so often because this can be regarded as a confession or evidence of liability against the benefit (Bingham, 2004).

One of the main reasons why mediation works in situations of interpersonal conflict is the mediation process itself. When people feel that a process is fair, they are significantly more satisfied with the outcome. "Restorative justice (although this happens mostly in the context of victim/criminal)" fits very well with the principles of transformative mediation. The main goal here is to improve relationships rather than balance harm with hurting (Kidder, 2007).

The three values of restorative justice are listed below;

1. "Participation: By providing participation, it can be seen that simple misunderstandings are at the centre of a conflict".

2. "Reparation: One of the most powerful forms of reparation is an apology (research on disability in the workplace has shown them to be effective)"; and

3. “Reintegration: Restoring balance through forgiveness while the parties reintegrate into the original 'community'” (Kidder, 2007).

It is argued by Kidder (2007) that the concept of restorative justice such as mediation can be effective in many work environments, especially in situations of conflict, and that many problems can be prevented from progressing. Restorative justice meetings at workplaces can be used as a tool for the team to address issues that may arise, such as the emergence of poorly performing members, and to develop interpersonal skills. Kidder (2007: 15) argues that “this process can even alleviate future conflict situations by creating effective perceptions of organizational justice with strong group trust norms and teamwork”. However, Kidder cautions that restorative mediation is not suitable for solving all problems. It can be time-consuming in some cases, and sometimes it may be more appropriate to appoint an independent mediator to facilitate the work of an organization.

Manning suggests that using both models may pave the way for behavioural changes in workplace interactions desired by employees and employers. In fact, consensual mediation is less suited to workplace conflict as it does not address underlying tensions between the parties. Unresolved, "... tensions and differences will likely reignite in future contexts such as meetings, dining rooms, corridor interactions, functions, etc." (Manning, 2006: 87).

2.4.2 Workplace Mediation

In recent years, organizations in the public, private, and nonprofit sectors have increasingly turned to alternative or appropriate dispute resolution (ADR) processes and programs to improve their conflict management efforts. Many organizations consider the US federal government a leader in the ADR movement. This is partly because the laws of Congress, various presidential declarations, and attorney general guidance make ADR "a constant feature of the federal administrative environment." (Senger, 2000, p.3; for histories of ADR use in the federal government, see Bingham, Bingham & Wise, 1996; Marcus & Senger, 2001; Nabatchi, 2007; Senger, 2000 , 2004).

Given that mediation in the workplace has a common mandate and is a general policy issue, some researchers have argued that this is an area where the government is ahead of the private sector (Marcus & Senger, 2001; Senger, 2004). The use of mediators in the workplace is particularly pronounced for workplace disputes in federal agencies, the most preferred ADR process as workplace mediation is involved (Bingham & Wise, 1996; Nabatchi, 2007). The mediation process in the workplace is a dispute resolution process in which a neutral third

party, in other words, the mediator, helps the disputed persons to reach a mutually acceptable solution to the issue at hand. Given the widespread use of workplace mediation, especially in public workplaces, it is important for researchers to examine and understand participants' experiences in these processes and how they affect conflict resolution. When it comes to formal dispute resolution procedures, understanding organizational justice and justice perceptions can help design dispute systems and generate long-term positive solutions to workplace conflicts. However, the application of traditional organizational justice measures to a workplace mediation process is problematic.

2.4.3 The effect of the mediation service in the workplace conflict in Ireland

In Ireland, as in other countries, recent years have witnessed a renewed interest in workplace conflicts and the practices that organizations have implemented to resolve conflict in the workplace (Roche, 2016).

Section 14 of the 2017 Mediation Act obliges lawyers to advise clients on the benefits of mediation before initiating court proceedings and to view mediation to resolve their disputes. The courts may punish parties who do not give reasons in any subsequent court proceedings if they refuse to mediate (FEHILY, 2019).

70% of the 2,154 FSPO complaints that were closed through mediation in 2019 were resolved. This percentage demonstrates that it builds the reputation of mediation as a fast, efficient, confidential and cost-effective process that offers disputed parties the opportunity to determine the best outcome for them ((MII), 2020).

While many practitioners qualify as mediation, there are also temporarily facilitated discussions conducted by a single manager or HR specialist and mediation conducted by a trained and accredited mediator in Ireland. Although this shows that different mediation styles are used in workplaces, it reveals that the differences between them should be understood. The most distinctive feature of mediation is that individuals involved in the dispute assume ownership of both the problem and its solution. However, participation in mediation should be voluntary, and everything discussed and agreed upon during the mediation should normally be kept confidential. (Acas / TUC 2010). This type of mediation service can be purchased by an external expert and through an "in-house" service where operational staff are trained and act as mediators in the workplace alongside their normal roles (Latreille 2011).

To date, mediation has been promoted in many workplaces based on efficiency advantages over traditional complaints and disciplinary procedures. Although mediation can be organized

relatively quickly, it does not require input from managers, representatives or witnesses. Although the sustainability of mediation in workplaces is difficult to prove, mediation is likely to result in a positive agreement in general. As a result, internal or external mediation in the workplace reduces the long-term absenteeism of employees, staff turnover and litigation costs (Latreille and Saundry 2014).

2.5. Conclusion

The topics discussed above are mainly aimed at understanding mediation processes in the workplace. In this context, it is thought that developing in-house mediation plans, among the main objectives, can shape organizational approaches to conflict management. However, it seems much more likely that institutions that know the importance of early and proactive conflict resolution will choose mediators. In addition, the effect of mediation will be greater when everyone working within the business supports the mediation system. Recruiting effective managers, HR and employee representatives to coordinate and run mediation systems, both inside and outside the company, can also improve understanding within the organization. Thus, while providing an environment in which relations based on high trust can be developed between the parties, this generally encourages more informal solutions, in other words, mediation. It also helps to understand when business managers inform employees that mediation provides a faster, cheaper and more effective response to individual disputes on some issues than traditional processes and procedures. However, to avoid situations where the mediation system is seen simply as "another HR tool", institutions should also develop different strategies to improve employment relations.

3. CHAPTER 3: RESEARCH METHODOLOGY

The methodology section aims to demonstrate how the current research study has been designed and this designed research. This section will set the goals and objectives of this research study.

Research: It examines the reasons and consequences of the conflicts with the Y generation after the participation of a new and dynamic generation Z in the working life and the effect of mediation in the conflicts between these two generations. In today's business life, with the two generations starting to work in the same workplaces, the differences become clear. The different business models and roles that started with the new generation have changed business life. The problems have increased, and these problems reveal the need to solve these problems.

3.1 Research Design and Methodology:

3.1.2 Philosophies

Research philosophy is based on understanding scientific methods. The most important feature that distinguishes the scientific method / s from other ways of obtaining and knowing the information is the method science it uses. The researcher's research is valuable, provided that the method used by the researcher in scientific research is correct and a valid method accepted by the relevant scientific community. But the point is when you start to research, what you do is develop knowledge in a particular area. The knowledge development you begin may not be as dramatic as a new theory of human motivation. But the goal is to develop new knowledge still, even if it has a relatively modest ambition to answer a particular problem in a particular organization (M Saunders and P Lewis, A Thornhill, 2015, p. 124).

For today's organizations where there is a lot of competition, information is the most valuable resource of vital importance. As a philosophical concept, knowledge is defined as all the facts, realities and principles accessible to the human mind. It can be said that the concept of knowledge is closely related to the concepts of data, information and intelligence but completely different from each other. Data is related to the message that appears in an object or event or reports related to them, and when considered from this point of view, it is only a function of the resource. Knowledge is the interpretation of data in a context. Information is about the meaning given to data by a recipient. Intellect arises by bringing together the information created in different fields and associating them with each other. As a result of all these definitions, information is represented by the relationships established between the information received.

It is argued that discussions about the state and nature of knowledge should take place in two dimensions: the epistemological dimension that ensures the reliability of the explanations that make up the knowledge and the ontological dimension that addresses scientific models and their experimental equivalents (Séré, M.-G., Fernandez-Gonzalez, M., Gallegos, J. A., Gonzalez-Garcia, F., De Manuel, E., Perales, F. J., & Leach, J., 2001, p. 500). Awareness of ontology and epistemology affects the individual's point of view to reality, and accordingly, the use and teaching of knowledge and its activities and stance towards the production process.

3.1.2.1 Epistemology

The main source of knowledge explains the epistemological dimension. Epistemology deals with what composes acceptable knowledge in a field of study (M Saunders and P Lewis, A Thornhill, 2015, p. 127). While examining the epistemological dimension of knowledge, the dimension showing how we know what we know, all the approaches to the information described are based on an objectivist/positivist paradigm. Information that stands out here is an asset owned by humans. The epistemological dimension represents a reality that exists outside of us, which includes all information problems such as the source, boundaries, accuracy and validity of the information. Measurable, that is, explicit knowledge is an example of this. In the epistemological dimension of knowledge, it is argued that if implicit knowledge is transformed into explicit knowledge, it will gain value. What is described in the epistemological view is the mental fitness of the subject to the object. In other words, more fundamentally, for an object to exist as an object of knowledge in our cognitive and phenomenal world, that object must conform to our cognitive possibilities and limits.

3.1.2.2 Ontology

“Ontology is concerned with nature of reality” (M Saunders and P Lewis, A Thornhill, 2015, p. 127). According to the philosophy of science, ontology is the most important dimension that determines the quality of knowledge (accuracy and precision). Ontology deals with the physical, technical and social supports with which it interacts in the production of new knowledge (Akehurst, G., Rueda-Armengot, C., Vivas López, S., & Palacios Marqués, D., 2011, p. 184).

According to Saunders (2015), the aspects discussed by ontology are objectivism and subjectivism. Objectivism shows the position that social beings actually exist outside of social actors concerned with their existence. Subjectivism recognizes that social phenomena are created from the perceptions and resulting actions of social actors concerned with their existence (M Saunders and P Lewis, A Thornhill, 2015, p. 128).

3.1.2.3 Positivism or interpretivism

Positivist ontology argues that the world is external and objective, so its epistemology is based on the belief that observers are independent and science is value-independent (David Carson, Audrey Gilmore, Chad Perry & Kjell Gronhaug, 2011, p. 5). Positivism, which embraces empiricism, senses and observation clarify the epistemological dimension of knowledge. In social sciences, in the research of the social world, knowledge production is obtained through experimentation, observation and analysis, and objectivity is important. Positivists argue that knowledge and knowing can be acquired as a result of measured and observed sensory experience.

According to Saunders (2015), interpretation focuses on the details of the situation, the reality behind these details, and the subjective meanings that motivate actions (M Saunders and P Lewis, A Thornhill, 2015, p. 140). There is no objectivity in interpretation, science, researcher and research are subjective and subjective. Knowledge is interpreted and created; accordingly, situation-specific explanations are made instead of universal laws.

This philosophy, which is interpretivism epistemology fits into this research because it plays an important role in producing results based on the data collected and the researched also plays a vital role in the interpretation of the collected data. With an interpretative approach, I will try to understand what the focus of the research is going on in a particular context. In this

research, in which there may be more than one reality, understanding and interpretation of the data will be taken into consideration by considering the perspectives and impressions of different mediators and the contexts of the studied phenomenon.

3.1.3 Approach

Inductive and deductive can be mentioned as an association method widely used in scientific research. Deduction is an approach that starts with a theory created to explain phenomena on a particular subject, creating hypotheses to verify the theory, and accepting or rejecting the theory through the process of verifying or rejecting the created hypotheses with the help of the collected data (Lena Dahlberg, and Colin McCaig, 2010).

In the inductive approach, there is no predetermined theory or hypothesis. The researcher is to reveal the main themes of the problem, has examined based on the descriptive and detailed data, has collected, and to make the data, collected a meaningful structure, that is, to form a theory based on these data. This data collection is flexible because as researchers become familiar with the context and phenomenon under study, questions may change at any time and new questions may be asked (Lena Dahlberg, and Colin McCaig, 2010).

This research has used an Inductive from the moment it started. Questions and research try to answer them in order to form a theory. The thesis aims to research What is the effect of mediation in resolving the conflict between Generation Y and Z in the workplace in Dublin. This means that research goes from research question to observation and explanation to analysis and finally to theory. My goal here is to understand what is going on in order to better understand the nature of the problem.

3.1.4 Strategy

Qualitative interviewing is based on speaking, with an emphasis on researchers' asking and listening to questions and answering by respondents (Jaber Gubrium, and James Holstein eds., 2001., pp. 83-102). Interviews are an inductive research approach that focuses on understanding and reflecting the participants' perspectives by describing events and phenomena in their natural environment. Interviews are reduced to a more personal level than surveys.

The interview strategy, which is a qualitative method, was adopted for this study. The researcher chose this strategy because it made it easier for participants to clarify the answers.

3.1.5 Choices

Saunders (2015) defines combining quantitative and qualitative techniques and procedures as a 'research option'. If a single data collection technique and related analysis procedures are used in research methods, it is called a "mono method", or if more than one data collection technique and analysis procedure are used to answer your research question, it is called "multiple methods" (M Saunders and P Lewis, A Thornhill, 2015, p. 166).

In terms of research design, in quantitative studies based on the positivist paradigm, the research question and the hypotheses, the area of the research, the research strategies and methods are included in the research proposal in a way that covers all the processes and stages at the beginning of the research. In qualitative research, although the number of procedures related to research design is determined at the beginning, there is a more flexible

design compared to quantitative studies in order not to miss unexpected discoveries and findings and to be included in the research.

In terms of sample size, qualitative studies are conducted with smaller samples compared to quantitative studies. This situation is also reflected in the generalizability of the studies. While generalizations can be made in line with the research findings in quantitative studies since large samples are studied, generalizations cannot be made as a result of working on small samples in qualitative studies (Christine Daymon, Immy Holloway, 2011, p. 11).

The researcher used a Mono Method technique to gather information and to use qualitative data, as mentioned above.

3.1.6 Time Horizon

Research design requires time horizons regardless of the research methodology used. In future work, time horizons usually refer to the periods to be studied or the changing width of the chronological horizon (Melnikovas, 2018, p. 39). These are Longitudinal and Cross-sectional. In longitudinal studies, research is repeated over a long period of time. In cross-sectional studies, it is limited to a certain time (UKEssays, 2018). This research used Cross-Sectional research because the research was looking for a snapshot of a particular situation.

3.2 Data Sample and Data Collection Process

3.2.1 Data Sample

Sampling is used when it is not possible to collect information from all of a certain stage. Qualitative research, rather than generalization and majority emphasis sampling methods of quantitative research, focus on a particular sample's details. In the selection of the sample, the researcher should know the area where the data is collected. Although purposeful sampling methods that do not rely on probability are generally of interest in qualitative research, suitability to the research subject is also important in sample selection, rather than the degree of representing the universe.

The scope for the data collection was only workplace mediators who are working full-time in Dublin. Since there was no exact number of the total population of generation Y and Z who have joined the mediation process in Dublin, it is not easy to frame these populations, so there was no sampling frame.

Convenience sampling was used in this research because members of the target population, workplace mediators in Dublin, met certain practical criteria such as easy accessibility, geographic proximity, availability and willingness to participate in the study.

The researcher could easily access the sample of the selected population. A small group of workplace mediator professionals working in Dublin was randomly selected. This methodology ensures convenience sampling. The choice of participants depended on their willingness to participate in the interview.

Their current location coded the sample group; numerical order in the interview; gender and experience as a workplace mediator. For example, X1 denotes Dublin; the first candidate interviewed; Male and five years of experience. X2 Dublin; the second candidate interviewed; Female and four years of experience.

3.2.2 Data collection and Analysis

Data collections are tools and guides used in research to obtain information about the problem applied to the selected sample.

The research data were collected in environments where the participants could express themselves comfortably, and audio recording was possible. The data collection process has been carried out since March 2021, and the interviews took place in the meeting rooms. The questions of the interviews were sent to the participants before the interview. All participants agreed to record the conversations with audio. Each of the interviews lasted an average of 30 minutes and was recorded with the researcher's Zoom, and appointments were made in time frames determined by the participants.

Interview questions were asked to each participant with the same words and intonations that evoke the same meaning. First of all, the data were transcribed, the accuracy of the transcripts was ensured, the data was processed according to the determined themes, and the findings were interpreted with direct quotations.

Information obtained from interviews can be used in two basic ways; Thematic generation technique identifies common themes in the interviews and makes use of them, and the citation generation technique is directly quoting parts of the interview in the main body of the report (Stuart MacDonald, Nicola Headlam, 1986, p. 42). Thematic generation technique was used in the interviews. The data obtained from the forms were first transferred to the Office program and read several times, and coding was created for this. Then, the codes are brought together, and the themes (categories) that will form the outline of the research findings were revealed, and content analysis has been done.

The researcher organized several codes, making the technique challenging to compress these codes into categories. To determine reliability in content analysis, consistency between coders is usually calculated. To determine the consistency of the markings on the interview coding key, the answer to each question was examined and compared one by one. After this stage, the final forms were given to the interview coding keys.

Although the research is designed the interview questions according to the research objectives, it was vital to keep only the most relevant categories and those associated with secondary research for comparison. However, some topics that were not included in the review literature were specified by the participants and therefore were included in the category deemed appropriate by the researcher.

3.3 Contribution of the Study

This investigation may be the first stage of the study of this phenomenon. Therefore, it can determine the main differences between the two generations: the conflicts between the two groups and how these conflicts negatively affect their performance at work. Likewise, this study will provide results after a systematic analysis of both primary and secondary research.

This research will provide suggestions to improve or mitigate integration and improve relationships between Generation Z and Generation Y. These recommendations can be received by both parties: companies and bosses in Dublin and those currently living and working in Dublin.

3.4 Limitations of the Study

The fact that it is not possible to know the exact number of Generation Y and Generation Z living in Dublin means that this research was based on a small sample for sampling, and automatically the findings of this study were not exhaustive. The questions in this research cover only a minimal part of a large and complex topic. Therefore, to get more efficient research findings, mediators, who are working as workplace mediators, were consulted.

The use of convenience sampling affects the results of this study, as the sampling is available, and the result may be impartial. The reason for choosing this sampling is a method that accelerates the research because this method provides a situation that is close and easy to access.

The views of all participants may not know exactly the problem being studied, which can lead to a false impression and false conclusions. All responses given by the participants are based on their own experiences and how they see, feel and influence certain events.

3.5 Ethical considerations

All participants in this research stated that they accepted their participation in the study. It was stated that the participants who participated in the research are voluntary, and they have the freedom to withdraw from the research at any time. Moreover, participants were fully informed of the study's objectives while assuring that their answers were confidential and used only for academic and specific research purposes. During the execution of the research, the participants were not physically and psychologically harmed or abused. On the contrary, it was tried to create and maintain an atmosphere of comfort.

Finally, considering the general principles of mediation, the interview with the mediator was conducted on certain criteria.

4. CHAPTER 4: DATA ANALYSIS

4.1 Findings from the interviews

The purpose of using this qualitative method during this research was to determine the effect of mediation in resolving the conflict between Generation Y and Z in the workplace in Dublin. Using the previous theoretical foundations in this research and combining them with new data obtained from the participants, the aim is to go beyond explanation and propose a theory.

The sub-questions and objectives of this study include:

- **Objective 1:** To identify the nature of conflicts between generation Y and Z in the workplace.
- **Objective 2:** To evaluate the experience of conflict between generations of the mediator providing workplace mediation.
- **Objective 3:** To measure the effectiveness of the mediation service between Generation who have used the mediation service.

In the evaluation of the generations:

- Generation Y - between 1980-1994,
- Generation Z - accepted as the period between 1994-2020.

Profile of Interview Participants

Interviewee X1: He is a mediator specializing in the workplace sectors in Dublin.

Interviewee X2: She has experience of four years as a workplace mediator and facilitator.

Interviewee X3: she has twenty years of experience in mediation and conflict work.

Interviewee X4: He has been working in Dublin for four years as a professional mediator.

Interviewee X5: She has worked as a mediator for over ten years, helping people in the workplace.

4.1.1 Findings as they pertain to the Research Objective 1

This research found participants' views on the nature of the conflict between Generation Y and Z in the Dublin workplace. It is important to examine the current situation in the workplace, primarily to understand how individuals feel about their work and work environment. For this reason, the researcher prioritized the ideas and views that show similarities between the interviewees.

According to the interviews, it is inevitable for employees with different backgrounds and lifestyles to experience conflicts in their workplaces. Conflicts can arise in various situations, from the simplest tension to insult, anger, aggression, and bullying. Emotional stress in the workplace can be both the cause and the result of conflicts. However, according to the majority, this should be treated as a conflict between individuals, not a generational conflict.

Considering the general causes of the conflicts; Personality differences, uncertainty in workplace roles, unclear workplace rules of conduct, unfair attitudes and perceived

inequalities, and poor communication culture in the workplace can create the nature of conflict in the workplace.

4.1.1.1 Limited Resources

According to X2 experience, there is no conflict between the Y and Z generations regarding limited resources. But Generation Z can cause conflict in the common use of limited resources. Because while the Y generation is more sharing for using limited resources, generation Z is unwilling to share about it.

According to X3, when individuals and groups share a common resource in workplaces, it is an expected phenomenon to create a competitive environment to increase access to the resource. While the competition situation increases the possibility of conflict, the absence of a culture of cooperation and compromise causes conflicts to be experienced more intensely. But this cannot be reduced to just a generational conflict.

According to X4, problems arising from the facts such as who would receive wages raises, bonuses, if the staff were reduced, who would hold its place, we can say that such conflicts are limited resource conflicts. In this case, Y and Z generations have different attitudes. Y and Z generations act according to their own interests and interests. The limited resource issue here is more compatible with living conditions than the generation difference issue.

According to X5, an organisation with limited resources drives business members to compete for these resources. This competition often causes conflict between the younger generation Z members.

X1 said they had no experience about it.

4.1.1.2 Purpose Differences

According to X 1, if the generations have different views on the goal, the conflict may cause a problem environment. Technological developments lead to the formation of innovative approaches over the generations. Generation Z is more innovative, while Y is more traditional than Z. New structuring creates new phenomena in generations' perception. These phenomena may cause disharmony and conflict for Y and Z generations, who try to get used to their new situations due to changing conditions.

According to X2, purpose differences between generations appear as one of the most common and expected events. Views of generations on life; Many issues such as their life, social life and the generation and period they live in, form their personalities by influencing them. These differences may originate between the Y and Z Generations or may develop depending on other generations. This lays the groundwork for conflict and can cause consequences that may affect workplace performance.

According to X3, generation Z, which has just started working life, has been included in the organization by making a difference, not because of need, but because of the need to explore the working life, unlike other generations. While X and Y are working on certain goals, Z thinks that using her abilities appropriately will make her happy and express themselves in a correct job to use their talent. This attitude of Z causes incompatibilities with other generations who believe that they must first make concessions, especially for their dreams.

According to X4, Z works without worrying about working in a job increase the workplace differences, especially the Y generation. For them, their existence is more important than work, and they must first exist for themselves. This understanding causes them to stay away from social and group concepts. This is a problem when we think that past generations define themselves with work and job-related norms.

According to X5, views of generations on life; many issues such as their experiences, social life and the period they are in affect them and create differences. These differences affect the business lives of the Z and Y generations. This has led to conflict and has had consequences that will affect the performance of employees in the workplace.

4.1.1.3 Conflict due to differences in perception

According to X1, generations' perception of events and developments in different ways has caused conflicts. Differences in perception arising from various sources put individuals or generations in opposition to each other. Generally, the difference in perception between generations can be said to be the main source of conflicts in the workplace.

According to X2, level changes of individuals in the workplace bring innovation to the organization and the individual. These innovations create changes in the individual's attitudes, which leads to the formation of new behaviour groups with newly emerging perceptions. In such cases, situations such as role conflicts and attachment to the past have revealed intergenerational conflicts, and the increase in workplace unrest caused an increase in workplace conflicts.

According to X3, the most senior and senior individuals in the workplace have different perceptions with those who are younger and less senior than themselves. On the other hand, generations who perceive their own status as high feel that they are placed in the same pot with others may create similar reactions and emotions. Problems arising from perceptions of reward, assignment, working conditions, and status symbols constitute status or generation conflicts.

According to X5, she has no experience. But, she said, generation Z is more independent, and they do not control the decisions they make. While the decisions they make are made faster and without consulting anyone, the millennials are more cautious.

4.1.2 Findings as they pertain to the Research Objective 2

Intergenerational conflict experiences of mediators engaged in workplace mediation are presented in this section. In this section, the reasons underlying the occurrence of conflicts between generations and the source of the disputes between them were evaluated from the mediator's perspective.

According to X1, Generation Z defines themselves individually, and the community does not mean as much to it as past generations. This attitude is also reflected in their behaviour, and this can be seen as the initiating conflict. The general characteristics of the generation are felt intensely, especially in Ireland, and its reflection is beginning to affect the working life.

According to X2, generation Z can't connect with the company and its culture due to their behaviour and learning. Generation Z individuals, who want to work for their own ideas and focus on the social life of these ideals, are not suitable for establishing cultural ties. This is a

conflict issue because generation Y can cause it to show a defensive approach against protecting company values.

According to X3, generation Z argues that personal relationships should not be established in the workplace but puts forward that this should not be more than less. This point of view will lead to a problem that may decrease communication and increase interpersonal incomprehension. As a result of people not knowing and listening to each other, it is impossible to understand the message correctly and understand the situations. It prepares the ground for a conflict environment in the long run.

Although millennials have a close past with Z, they feel the consequences of not being as active as them, and these feelings push them to be a party to the conflict. In fact, it is inferred from this point that they are directly affected by the conflict. It was inevitable that generation Y was expected to party to this conflict on the company's part as experienced personnel. Because Z's reaction to authoritarian attitudes is very harsh and their attitudes will cause growing problems within the organization to prevent reaching a solution.

According to X4, generation Z generally shows an avoidance attitude in conflict situations. The idea of not being involved with them as long as they do the work to be done creates conflict with individuals, and in fact, existing conflicts are not tried to be resolved because they are not considered a conflict. The fact that generation Z is the trigger in this matter does not seem possible due to the distant nature of the generation from group life. However, according to the experience of X4 and as a result of the studies, it is understood that these conflicts can be directed.

The efforts of Generation Z in Dublin to develop in every issue cause Generation Y to think that they are not confident; although it is a problem only arising from communication, they do not make a joint work on this issue confronts us as a conflict. Millennials, who think that it is too much to relive the same experiences, caused new conflicts with the behaviour they give against Z's trials.

According to X5, Y and Z generations have not been affected by the change in communication channels due to their recent past and proximity to technology. Avoiding problems such as not being understood between them caused no conflicts or incompatibilities are resolved without conflict.

4.1.3. Findings as they pertain to the Research Objective 3

According to X1, X4 and X5, generally, mediation is best used when a conflict arises. The longer a conflict lasts in the workplace, the more likely people's relationships will deteriorate or formal complaints arise. Employers and their companies choose mediation rather than court so as not to lose their value in society. At the same time, the process helps to reestablish relationships between parties after formal dispute procedures.

Mediation is chosen because, in the workplace, a dispute between the parties is resolved through an impartial, independent third party. The important point in mediation is resolving the dispute through the mediator, with the decision taken by the parties together before the dispute is brought before the judiciary. The mediator's task is to bring the parties to a disagreement on a common point and find them in the simplest terms. The parties to the decision of the mediator are not binding. People can choose to apply to the court instead of accepting the decision.

HR also often recommend mediation conflicts between employees. As mentioned above, since mediation is a confidential procedure and parties are separated mutually satisfyingly without harming the parties, generations or employees prefer mediation, which is an alternative solution. The mediation reviews the points raised by the parties and tries to identify at least the areas where they have common opinions, and these problems arise first. Because a "quick win" helps create positive momentum and builds confidence on both sides that a suitable solution can be found.

According to X2 and X3, compared to the past, employees or employers prefer mediation more. Today, employers direct the parties to mediation to protect the workplace's reputation and resolve the conflicts that arise. And nowadays, they also came to believe that mediation provides the best solution for them, usually to maintain relations between the parties involved so as not to hurt each other. The mediation parties need to express their feelings to the other party about why they feel victimized and how they perceive unfair treatment.

Human Resources teams are responsible for developing policies on conflict, ensuring that these policies are implemented, developing workplace programs for conflict resolution, monitoring conflict costs, and offering appropriate mediation process suggestions when necessary. Human Resources departments are at a key point in resolving interpersonal conflicts in the workplace.

Even though workplace policies and culture play a crucial role in resolving conflicts and disputes, employees' involvement and willingness are important in conflict resolution. These usually provide a mediation in which the parties choose. Only court resolution of conflicts between employees can harm employees and negatively affect their ability to take the initiative and problem-solving.

5. CHAPTER 5: DISCUSSION EVOLUATION AND CONCLUSION

5.1. DISCUSSION

Primary and secondary research has shown that mediation in Dublin is important in the conflict between generation Y and Z in the workplace. However, this research investigated the nature of conflict in the workplace of generations Y and Z living in Dublin city.

However, the research was limited to the population because the researcher couldn't know the exact population of generations Y and Z working in Dublin, let alone Ireland. Therefore, the researcher used the simple improbability method with only five candidates, a workplace mediator, to conduct the interviews. The population of this study was limited, and therefore the views of the interviewees cannot be assumed to represent the total population. The technique used for analyzing interviews is thematic generation.

Findings from both primary and secondary studies measuring the impact of mediation on conflicts between generations Y and Z working in Dublin are only a small part of an important question, and this is only a theory. This research will provide a background for future studies on this phenomenon.

5.1.1. Summary of Findings Objective 1

- **Objective 1:** To identify the nature of conflicts between generation Y and Z in the workplace.

As a result of the research, it has been revealed that the intergenerational conflicts as a result of the interviews with a mediator between the Y and Z generations cannot be satisfied with only the literature review, and it cannot be integrated only among certain generations.

In the study, the conflict between Y and Z generations in the workplace was not evaluated as a specific criterion by the mediator who joined the interview.

Intergenerational conflicts in the workplace can occur at all levels as a result of research. In addition to subordinate-superior conflicts, generations at the same level may also experience conflict. Differences between generations usually cause these conflicts. Differences in feelings and thoughts also cause conflict. Its unique structure between generations determines the conflict and its size. Some people conflict with other people because of their own internal conflicts.

5.1.1.2. Limited Resources

As a result of the research, the insufficiency of resources and problems in sharing in most interviews do not cause intergenerational conflicts but rather cause interpersonal problems.

Efficient use of resources is an important issue. Insufficient resources are one of the causes of conflicts in the workplace. It can be thought that the reason for this problem is not meeting the demand in advance; delay in material purchases, misuse and different habits of the young generation may cause production conflict.

Resources allocated to departments in the workplace are minimal. Having more of these limited resources is among the main goals of departments. Here, it was seen that Y, an experienced generation, followed a more sharing path than Z.

5.1.1.3. Purpose Differences

In the study, the conflicts between the Y and Z generations in the workplace were mostly stated as differences among the purpose differences.

Differences of opinion with the Y generation arise because generation Z does not put their work as part of their lives. For this reason, they stay away from concepts such as social and group at the workplace.

Z has a libertarian approach to work that he brought to work life. While each organization creates a certain culture with the influence of the past years, while individuals within the organization, including new members, generally participate in this organizational culture, Generation Z's attempt to change culture seems to be another source of conflict. Changes in the current order have caused behavioral problems, especially in past generations.

5.1.1.4 Conflict due to differences in perception

The development of technology or new values that emerge over time may cause their generations to have different perspectives.

As a result of the analysis, they have a different view of the younger generation Z than the other generations. Therefore, a conflict arising from perception inevitably has been the subject of mediation.

5.1.2. Summary of Findings Objective 2

- **Objective 2:** To evaluate the experience of conflict between generations of the mediator providing workplace mediation.

Generation Z, who have just started their business life due to the analysis, was included in the organization because of the need to explore business life. While Y is working on specific goals, he feels that using his Z abilities appropriately will make him happy and express himself in the right job to use his talent. This attitude of Z has caused discord with other generations who believe that they must first compromise on their dreams.

Although Z is enthusiastic, his dissatisfaction is faster than other generations. Growing up in the consumption age and developing themselves with fast and quickly consumed information causes them to devote themselves to their work and get bored with the work they do. Other generations do not clearly understand this boredom, and the inadequacy of the expressions causes the generations to diverge.

Z works without worrying about working in a job also increase the differences of opinion within the organization, especially the Y generation. For them, their existence is more important than work; they must first exist for themselves. This understanding causes them to move away from social and group concepts. This is another problem when we think that past generations have defined themselves with work and job-related norms.

The speed and practicality of Z's are important for the productivity of organizations, and their contribution to this has started to be seen in recent years. However, this productivity has made Millennials feel threatened in labour markets with economic problems and has caused them to stress, especially after their efforts for the same speed and efficiency have failed. This stress has started to be seen as a source of conflict in organizations.

5.1.3. Summary of Findings Objective 3

- **Objective 3:** To measure the effectiveness of the mediation service between Generation who have used the mediation service.

The last stage is understood from the interviews and literature review that mediation is critical in disputes in the workplace.

From the point we have reached, we see that mediation is necessary as a port of call for the parties to apply to the court to resolve their workplace disputes.

Principles adopted in mediation; voluntarism, equality, impartiality, confidentiality and prohibition of declarations, use of information and documents in the case. The basic principle in the workplace is the protection of employees. Principles such as interpretation for the worker's benefit, balancing the interest between the parties, and recognising the employee's personality, which is valid in labour law, are taken into consideration.

It was stated that the reason why mediation has effective importance in the conflict between generations Y and Z in the workplace is that this method aims to resolve conflicts quickly, fairly, effectively, confidentially and cheaply. For this purpose, it is quite possible and even necessary to advance the resolution of labor disputes according to protecting the parties.

Finally, the mediation purposes mentioned in workplace conflicts are suitable to produce positive results for both employers and parties.

5.2. EVALUATION

Generation Z in Dublin started their business life with an interrogative attitude with the rules they saw initially. It has been determined that they are affected by an expected conflict. Being alert to conflict at any moment has been a reason for the formation of individuals' perception of conflict. They have hardened their attitude in the thought that the attitude they have seen from the past generation can continue at any moment. This caused the Z generation, who did not have a willing perspective, to experience disharmony against the workplace. In addition, the more aggressive attitude towards the criticism of the new generation has led them to reduce their willingness to communicate in the future. Lack of communication is seen as one of the reasons that increase conflict between individuals here.

The real conflict between Generation Y and Generation Z appears when the Y's try to establish teacher-style approaches to Z's. Z's not being content with existing solutions and not benefiting from experiences too much can be perceived as trust-breaking by the Ys and cause the Ys to form a negative attitude.

The employer's role in interpersonal conflicts and conflicts in the workplace is significant. It is necessary to create a workplace culture based on trust, justice, and mutual respect at all levels to minimize conflicts. When conflict management skill is seen as a core business competence, it will be easier to create a workplace culture.

5.3. CONCLUSION

Today, it is generally accepted that conflict in the workplace is a reality and that conflict management can contribute significantly to workplace functioning and success. Although rapidly increasing technological developments are significant and indispensable for businesses, human resources have become an undeniable factor in business success. In a

business environment where many employees are together in modern businesses, it is desirable to experience conflicts that will lead to success. Creative workplace climate and innovative workplace structure, which are necessary conditions to be successful in global competition, but; It is possible in the workplace where employees can freely express their opinions and have the opportunity to improve themselves, where participatory management is applied, and conflicts can be used as an opportunity for workplace development. Many personal characteristics of employees in the workplace, such as personality structure, education level, perception style, ability, emotion, thought and belief, are different. These differences have also caused new conflicts with the inclusion of Generation Z in the business environment. The important thing for businesses is that conflicts affect their organizational performance positively. For this reason, correct conflict management strategies should be developed for conflicts to benefit the business.

The reality is that they are more affected by workplace conflicts. For this reason, in today's business world, where workplaces are constantly faced with change, uncertainty and competition, they abandoned the traditional legal system, and mediation, which is one of the alternative disputes resolutions in the modern legal system, has now become a necessity.

Although there are conflicts in the workplaces, the evaluations made to prevent them from causing major disasters, a less costly and confidential way, such as mediation, are encouraged by HR or employer in Dublin.

In conclusion, generational conflict is not getting much attention in Ireland; however, this issue needs to be explored more in the coming years in the researcher's view.

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LIST OF ABBREVIATIONS

ADR	Alternative Dispute Resolution
FSPO	Financial Services and Pensions Ombudsman
HR	Human Resources
MII	Mediators' Institute of Ireland
US	United States
X1	Dublin, First interviewee.
X2	Dublin, Second interviewee.
X3	Dublin, Third interviewee.
X4	Dublin, Fourth interviewee.
X5	Dublin, Fifth interviewee.

APPENDIX A - INTERVIEW X1

1) What type of mediation are you doing?

I do elder mediation, civil, commercial mediation, health care, professional negligence medical negligence mediation. I do a lot of things essentially, but I do not do family mediation. I work for the legal service's regulatory authority so one of the things we received complaints from solicitors and barristers so we professional mediate negligence and workplace matters.

2. Is there an effect of mediation in resolving conflict in the workplace?

It is likely to be resolved quite a high figure, but I do not know if that is looking at mediation. You know I need a big picture. I do not know this specific data.

3) Have you ever had an experience of between Y and Z conflict in workplace mediation?

Actually, it is not as big issue it once was because I think it cover by the employment equality. Really well what you would guess a little bit of it would not be maybe the biggest topic, but it might be an add-on come in after the fact that age will be an issue in the workplace.

Let guess, the younger generation defines themselves individually and the community does not seem to make as much sense to it as past generations. This is reflected in his attitude and behavior, and this can be seen as the beginning of the conflict. The general characteristics of the generation are felt intensely especially in Ireland and its reflection is beginning to affect the working life.

4) What kind of conflict are usually there between Y and Z in the workplace?

I think that bullying, harassment or improper communication or using bad language and then arising out of that factors relating to age would become an issue. I will not be able to say what age group that are using bad language. Because I never asked their age because I must be fair when I meet parties in mediation. A younger person is coming to the agency. There's somebody older, and the younger person might have new ideas, and the older person with their longer is having none of it. From that, then you could have this, but I will keep do not push down so you could have closed mine to new ideas better ideas do with faster or you could have a younger person who has no respect for someone who is there long before.

- ***Can the limited resources become a conflict in the workplace between generation Y and Z?***

I do not have it, but it could be. Why not.

- ***Can the purpose difference become a conflict in the workplace between generation Y and Z?***

The generations have different views on the goal, the conflict that will cause a problem environment. Technological developments lead to the formation of innovative approaches

over the generations. The young generation is more innovative, while others are more traditional. New structuring creates new phenomena in generations' perception. These phenomena may cause disharmony and conflict for generations, who try to get used to their new situations due to changing conditions.

- ***Can the differences in perception become conflict in the workplace between Y and Z?***

Well, generations' perception of events and developments in different ways has certainly caused conflicts. Differences in perception arising from various sources make individuals or generations oppose each other. In general, I can say that the difference in perception between generations is the main source of conflicts in the workplace.

5)What is the effect of mediation in resolving the conflict between Generation Y and Z?

The process happens in the workplace technically employer could be responsible Direct mediation instead of a formal investigation could be something on someone's work record affect getting a reference getting promoted so usually HR would do that, but of course that's also litigation to protect the company against education because you have a positive duty to do something if there is something happened in the workplace that is affecting employees. Mediation has a positive role in doing if something happens in the workplace that affects employees. The reality is if people do not resolve their disputes and this is voluntary, but if you don't, then there will be an investigation, and there will be discipline no need to know that if they do resolve it. HR brings to mediation to solve conflicts between employees. Because mediation is a confidential procedure and parties are separated in a mutually satisfying way without harming the parties, generations or employees prefer mediation.

APPENDIX B- INTERVIEW X2

1)What type of mediation are you doing?

I am working as a community, family and organizational/workplace conflict but mainly workplace conflict. And I am working since 2016 as a mediator in Dublin.

2. Is there an effect of mediation in resolving conflict in the workplace?

Of course, it would not be wrong to say this. There is no research I have done, but as much as I have observed, as much as I have experienced, human resources and employers mostly choose the mediation, which is one of the alternative disputes in the workplace.

The real question is whether to find the source of problems and disputes in workplace mediation? Many factors may be the source of the same problem. It is necessary to be able to reveal all these factors and to be able to determine which ones are important. Sometimes the symptoms or visible causes of the problems are different from the factors that originate them. Solutions to eliminate visible causes will not be effective in the long run. It is not always easy to find the root cause of the problem. The most important reason for this is that an important fact about the problems is ignored in courts. It ensures that the answers to the mediation questions are answered by the parties to find the reasons.

3) Have you ever had an experience of between Y and Z conflict in workplace mediation?

Of course, I have the experience to outcome intergenerational conflicts, and this could be between the Y and Z generations.

As far as I have experienced, the younger generation does not connect with the corporate culture because of their behavior and learning. The younger generation who wants to work for their own ideas and focus on the social life of these ideals do not establish a bond with the corporate culture. This is a conflict issue because it can lead to a defensive approach to protecting corporate values for other generations.

4) What kind of conflict are usually there between Y and Z in the workplace?

The young generation is likely to have their own separate concerts and side events outside of work. The younger generation does different things outside of the workplace, such as podcasting and photography. Employers who are now generation Y or X need to be open to this.

Workplace conflict is a naturally occurring phenomenon and given today's competitive work environment. It is not surprising that there are on the rise. How actually workplace conflicts develop, and how they can be prevented, managed and resolved? This question is so important for business.

- ***Can the limited resources become a conflict in the workplace between generation Y and Z?***

As far as I have observed, I do not think there is a conflict between generations Y and Z regarding limited resources. Maybe there may be a conflict between employer and

employee in the workplace due to limited resources. Perhaps the younger generation may have trouble sharing the resources they used.

- ***Can the purpose difference become a conflict in the workplace between generation Y and Z?***

I can say that the purpose differences are one of the most common conflicts in the workplace. Many issues such as the attitude of generations to life, their lives, social lives and the generation and period they live to affect them. These differences may arise between Generations Y and Z or may develop depending on other generations. We can say that purpose differences are the basis of the conflict.

- ***Can the differences in perception become conflict in the workplace between Y and Z?***

You know that technology brings innovation to the institution with the young generations in the workplace. These innovations create changes in employees' attitudes, leading to the formation of new perceptions and new behavioral groups. In such situations, for example, role conflicts and attachment to the past have revealed intergenerational conflicts.

5)What is the effect of mediation in resolving the conflict between Generation Y and Z?

I can say that compared to the past, employees or employers prefer mediation more. Because today, employers or HR direct the parties to mediation to protect the workplace's reputation and resolve the conflicts that arise. It certainly turns out that mediation effects resolving the conflict between generations Y and Z.

APPENDIX C- INTERVIEW X3

1)What type of mediation are you doing?

I have worked as civil and commercial mediation, elder mediation and workplace mediation and, I have worked for intergenerational conflict. Also, I was working as solicitor for many years.

2. Is there an effect of mediation in resolving conflict in the workplace?

Mediation is a must in labor disputes. What does this mean now? If there is a dispute in the workplace and even if one of the parties goes to court, the judge who looks at the case first offers them mediation to ensure that the resolution of the dispute is efficient. Why the judge leads them to mediation? Because in mediation, the result is reached faster, and it is less costly. In addition, it proceeds by protecting the rights of more confidential parties according to the litigation.

If they go to court, one of the parties win, and the other party inevitably lose. But mediation is not like that. The parties find a solution themselves, and that can rebuild their relationship. They can go back to the workplaces.

3) Have you ever had an experience of between Y and Z conflict in workplace mediation?

Of course, there was. Personally, whether young or old, one of the parties has always been a party to the conflict. They argue that the new generation relationships that we call Generation Z should not be established in the workplace. This perspective reduces communication and does not understand other generations. You know that conflicts arise as a result of people not knowing and listening to each other. In fact, generation conflict is not a cause but a source of conflict.

You can see that the young generation has a powerful influence on authoritarian attitudes, and their attitudes will prevent the problems growing within the organization from reaching a solution. Millennials are more active in the workplace because experiences are compared to the younger generation. I think this situation pushes them to be part of the conflict.

4) What kind of conflict are usually there between Y and Z in the workplace?

Considering the general causes of the conflicts; Personality differences, uncertainty in workplace roles, unclear workplace rules of conduct, unfair attitudes and perceived inequalities, and poor communication culture in the workplace can create the nature of conflict in the workplace.

- ***Can the limited resources become a conflict in the workplace between generation Y and Z?***

For individuals and groups sharing a common resource at workplaces, a competitive environment is expected to increase access to the resource. Competition always increases conflict. Lack of a culture of cooperation and compromise causes conflicts to be more intense. However, this only cannot say for generational conflict.

- ***Can the purpose difference become a conflict in the workplace between generation Y and Z?***

Unlike other generations, the young generation has been included in the organization not out of need but because of their desire to explore business life. While others generation work on specific goals, Z is looking for a work environment that suits their abilities. This attitude of Z causes discord with other generations who believe they must first make concessions for their dreams.

- ***Can the differences in perception become conflict in the workplace between Y and Z?***

I want to say that the older generations in the workplace have different perceptions of younger. On the other hand, generations that perceive their own status as high feel placed in the same pot with others and may create similar reactions and emotions. For example, problems arising from perceptions of reward, duty, working conditions, and status symbols create status or production conflicts.

5)What is the effect of mediation in resolving the conflict between Generation Y and Z?

As I said in the previous question, HR and their teams develop policies regarding disputes. Responsible for monitoring dispute costs and providing appropriate mediation process recommendations as needed. Human Resources departments are key to resolving interpersonal conflicts in the workplace. So inevitably, mediation has an impact on conflict resolution in the workplace. Workplace conflicts include intergenerational conflict, these can be between Y and Z or other generations.

APPENDIX D- INTERVIEW X4

1) What type of mediation are you doing?

I have served civil and commercial, construction, workplace and professional negligence mediation. I have had undertaken hundreds of mediations, resolving conflicts between employee and employer or employee and employee.

2. Is there an effect of mediation in resolving conflict in the workplace?

Good question. I would like to say that mediation can be used at any time, whether the court proceedings are ongoing or not. In mediation, there is no obligation for the lawyer to be involved. Similarly, in many countries, I think the same applies to Turkey, it is increasingly used to assist parties in a court case in order to avoid the greater cost, time and risk of court proceedings. The reason the workplace has so much influence on dispute mediation: Mediation helps to develop safe and team relationships, especially if it is used to deal with conflicts immediately when they arise. Trust is necessarily important in the workplace.

3) Have you ever had an experience of between Y and Z conflict in workplace mediation?

As I said, I have a lot of experience as generation conflict, but I did not look at it as Y and Z or X. However, I can comment this as much as I live. The younger generation often avoids conflict situations. The reason is that the younger generation is trying to manage the problem rather than diagnose it. And existing conflicts cannot be resolved because they are not seen as conflict. Due to the nature of the generation away from group life, it is not possible for the Z generation to be a trigger in this matter.

It is versatile of Generation Z in Dublin. And the young generation makes other generations insecure because they know every subject; Although it is a problem that is completely caused by communication, they do not cooperate on this issue.

4) What kind of conflict are usually there between Y and Z in the workplace?

The conflict in the workplace is caused by factors such as lack of coordination between employees or departments, poor teamwork, the insufficient definition of the standards or goals expected from employees, the participation of new individuals with knowledge-experience and perspective hugely different from the employees. All these conflicts can be seen in the conflict of generations.

- ***Can the limited resources become a conflict in the workplace between generation Y and Z?***

I would say that the problems arising from the facts such as who would receive wages raises, bonuses, if the staff were reduced, who would hold its place, can say that such conflicts are limited resource conflicts. In this case, young and other generations have different attitudes. These generations act according to their own interests and interests. The limited resource issue here is more compatible with living conditions than the generation difference issue.

- ***Can the purpose difference become a conflict in the workplace between generation Y and Z?***

Z works without worrying about working in a job increase the differences of opinion in the workplace, especially the Y generation. For them, their existence is more important than work, and they must first exist for themselves. This understanding causes them to stay away from social and group concepts. This is a problem when we think that past generations define themselves with work and job-related norms.

- ***Can the differences in perception become conflict in the workplace between Y and Z?***

As far as I know there may be conflicts arising from perception, but I do not see this as a generation conflict.

5)What is the effect of mediation in resolving the conflict between Generation Y and Z?

I can say that mediation affects the high percentage of conflict resolution between generational conflict in the workplace. Mediation tries to solve the points put forward by the parties, at least to identify the areas where they have a common view. These problems occur first because mediation helps create a faster result and builds confidence that a suitable solution can be found on both sides.

APPENDIX E- INTERVIEW X5

1)What type of mediation are you doing?

Mainly workplace when I get it, but also do family mediation and intergenerational with family. I have two ways of working. I have a private practice for clients to come to me, and I sort out their dispute or help them to sort it out. The mediator does not sort out anything, they are able to come to a peaceful and respectful solution, but I also volunteer at a free legal aid center in Dublin. And I have been for about 10 years, so there I only do family mediation. They do not do workplace. It is family mediation. Sometimes it is well a lot of times it is separating couples and helping them to make arrangements for the parental care of children and access and that type of thing in.

2. Is there an effect of mediation in resolving conflict in the workplace?

I could not give you any percentages, but all I can tell you is that it is highly effective and highly effective from my personal experience. Now that you can go to court to the civil courts of the trouble with either of those two, the methodology is adversarial. That firstly, the methodology is adversarial. You know what I mean that one person is set against the other in there. You may not care about that or if you have already moved on because it takes a long time to get in to get your place hard. But if you are going to have to stay within the same work that will worsen relations with the party dispute in the first place, of course, because now there's anger and resentment has crept in as well at the outcome of the workplace relations commission decision, so it is the same as the court. They can read that account, and of course there no matter who wins or loses, there's reputational damage to both parties. People afterwards do not remember the details. They remember that was that guy in the workplace who took his employer to the Workplace Relations Committee, so if commission sorry if you want to go for a job or anything like that, they may see you as a troublemaker. No, that's not fair because anybody can fairly take their case to the workplace relations commission human nature being what it is people for views it is confidential let me give you an example if I am called into an organization as might be a school it might be a University at might be a hospital wherever the person who commissions me that I will not be reporting to them about who said what in the mediation or what the parties finally agreed on the only thing I'll be telling them that it was successful it was not successful. It was partially successful now that gives great security to the two parties in the dispute. They know it is not going to go back to their boss or their management.

3) Have you ever had an experience of between Y and Z conflict in workplace mediation?

Must too much, I have to say, but of course, it is a fact that you know younger people in the use of social media and things like that which I mean that because younger employees are new employees tend to be younger and line managers or department managers tend to be seen your people that came promotional the years, they have more experience so there can be is some misunderstanding there. Still, it is generally that the generational aspect not to be the major saying. I cannot say that these generations are affected by the change in communication channels due to their recent past and proximity to technology. Avoiding

problems such as misunderstanding between them does not cause any conflict, or incompatibilities are resolved without conflict.

4) What kind of conflict are usually there between Y and Z in the workplace?

- ***Can the limited resources become a conflict in the workplace between generation Y and Z?***

The fact that an organization has limited resources surely drives business members to compete for those resources. This competition has often caused conflict among the younger generation members.

- ***Can the purpose difference become a conflict in the workplace between generation Y and Z?***

Together there is a conflict it can be created. It can be a discussion of different ideas. You know it can be a different purpose. These differences affect the business lives of the Z and Y generations. This has led to conflict and has had consequences that will affect the performance of employees in the workplace. It can discuss different ideas for the different generation to think of new ways of doing things conflict is not always bad. Still, where it is not good and exists anywhere, people are working together and proportionately.

- ***Can the differences in perception become conflict in the workplace between Y and Z?***

It would be difficult to say this across generations. I have no such experience. But I can say that the young generation is more independent, and they do not check in the decisions they make. While the decisions they make are made faster and without consulting anyone, the Y generation is more cautious.

5)What is the effect of mediation in resolving the conflict between Generation Y and Z?

As I said at the beginning, I cannot give a percentage, but mediation is effective in resolving workplace conflicts or intergeneration conflicts at an extremely high rate. In addition, human resources or relevant units there are proposing to resolve their conflicts in mediation.

