Independent College Dublin

Master in Dispute Resolution

September, 2021

An exploration of the impact of conflict management styles on employee satisfaction in Public Houses in Dublin: different generations – different approaches?

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Module Name: Dissertation

Assignment Title: *An exploration of the impact of conflict management styles on employee satisfaction in Public Houses in Dublin: different generations – different approaches?*

Due Date: 03/09/2021

Date of Submission: 03/09/2021

Requested Word Length: 20.000

Actual Word Length (excluding list of references):

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ACKNOWLEDGEMENT

During the process of acquiring this great accomplishment, I've had the privilege to work alongside brilliant people. I was very fortunate to have a support system and kindness that I couldn't be more grateful for.

Firstly, I would like to thank my dear husband João Romão, who was so understanding, always encouraging me and not allowing me to give up. I'm also really thankful to my supervisor Orla Tuohy, who was very prompt in replying and giving feedback guiding me in the best way I could wish for, always open to listening to my ideas. She was patient, kind, attentive to details, precise and clear when answering my questions. Her collaboration was indispensable in the conclusion of this thesis.

To my dear friends that even being geographically distant, made themselves near and present helping me recover my energies and cheering me up, in special, Hanna Cassidy who made my life easier during the busiest of times and for that I'm very grateful. I also thank my teachers and classmates who made my journey during the master's degree lighter and easier.

And finally, I'm so thankful to God who didn't let go of my hand at any point and gave me energy, resilience and strength to persevere during this academic journey and to overcome challenges I had to face along the way.

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1   INTRODUCTION

Conflict management is a subject widely studied for years in the field of administration, psychology and more recently by mediation, as we often face some type of conflict in our daily lives and we want to resolve them in the best possible way.

Robbins (2005) believes that the process of conflict begins when one party realizes that another party has affected it in a negative way. For Thakore (2013) this version tends to be very appropriate, as it emphasizes that the conflict refers to perception, and does not necessarily refer to concrete facts. In this sense, the work environment can be one of the places with the highest probability of recurrence of conflicts, since it has a mix of people with different backgrounds, ages, values, beliefs, among considerations, but who still aim to work in harmony.

Conflicts can be a point of improvement or erosion in the organizational climate and the manager's role can be decisive in the consequence of the conflict. According to Ilgan (2020) each generation has a different way of dealing with conflict resolution. Therefore, knowing the characteristics and styles of each generation becomes essential for efficient conflict management.

Like conflict management, the generational study has aroused the interest of researchers in recent decades. However, it is noted that there is a wide amount of information on how to lead groups with different generations, but a smaller amount regarding studies aimed at generational managers.

It is known that the generations Y, X and baby boomer have occupied leadership positions and identifying the style that these managers adopt in the face of conflicts is of paramount importance, as according to Zemke; Raines, & Filipczak (2000), leadership is conceived as a

relevant element within organizations and inadequate management would lead to unmeasured results, as well as less effective assignments to be performed by employees of this organization.

In today's workplace, organizations are facing problems of effective communication between managers and subordinates, contributing to the emergence of conflicts and employee dissatisfaction, as well as low productivity and turnover.

Given the relevance of the issues mentioned, there was an interest in developing research in the area of conflict management in the workplace, with the object of study being managers belonging to the Y, X and baby boomer generations, from public houses (pubs) in Dublin, as well as its employees. These 3 generations were chosen because it is believed they are the most active age groups in the role of pub management.

The choice of pubs as a place of study is justified by the fact that the beverage industry plays an important role in Ireland, actively contributing economically, socially and culturally. The sector supports almost 210,000 jobs, pays a national wage bill of €2.9 billion and supports tourism expenditure of €6.4 billion in the sector. The beverage sector consists of pubs, off-licences, hotels & other guesthouses, wholesalers, restaurants and producers; and pubs are the ones that are found in greater quantity. Ireland has just over 7,000 bars and around 700 are located in Dublin (Foley, 2017).

The general objective of the study is: to analyse the conflict management styles adopted by managers from different generations ('Y', 'X' and 'baby boomers'generations) in Dublin Public Houses (pubs) and their influence on employee satisfaction. In order to achieve the study aim, the research used the following specific objectives:

- Identify the behaviour of generation Y, X and baby boomer managers in the face of conflict management in Dublin pubs.

- Compare conflict management styles of different generations of managers.

- Asses employee satisfactions in relation to perceived management styles.

To carry out the investigation, an online survey was used aimed at managers (Gen Y, Gen X, baby boomers) and pub staff in Dublin. The Rahim Organizational Conflict Inventory – II (ROCI – II) questionnaire was used in a form adapted by the author of this research. The data collected was compared with the Thomas-Kilmann Mode Instrument and with the literature review used to identify the management style adopted by pub managers and to identify the employee satisfaction index.

It is understood then that conflict management, generational differences, pubs in Dublin as well as employee satisfaction are pertinent subjects and should be explored. The present research is a qualitative and quantitative study that intends to relate the themes: conflict management, generational managers and employee satisfaction, in a specific sample, in order to answer the research question: what are the predominant conflict management styles adopted by generational managers (Gen Y, X and baby boomer) in Dublin pubs and how does this impact on employee satisfaction?

Following this introduction, the theoretical concepts of workplace conflict, conflict management; Y, X and Baby Boomers generational managers and employee satisfaction will be presented. Subsequently, the methodology used will be described, deepening what has already been introduced at this point, as well as the presentation of data from the present study and what was found with the research. Finally, a discussion will be presented that will include some

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suggestions for future investigations and final considerations. It is hoped that this research can contribute to the advancement of knowledge about conflict resolution, the management improvement of pubs, as well as stimulating further research.

2   LITERATURE REVIEW

We are living in a unique time in the job market where several generations are working together, sharing responsibilities and tasks, as well as experiences and opinions. Given this reality, there are people of all ages in management positions. Each of these generations has characteristics and desires that can influence the way they solve conflicts and can impact on employee satisfaction. This chapter will briefly address the main concepts and themes relevant to conducting the proposed research. These concepts include workplace conflict, conflict management, Y, X and Baby Boomers generational managers and employee satisfaction.

2.1 Workplace conflict

The way conflict is understood in the workplace, as well as the way it is managed, has undergone profound changes over the past two decades. For example in the context of collective labor relations, conflict at work, in an analogous way, was conceived as the arrival of negative consequences, which were not welcome, its occurrence, it is understood now, is inevitable.

On the other hand, for decades, researches in the field of psychology and organizational behavior have developed studies on the positive functions of conflict in the workplace. In this way, the conflict has been related to learning, as well as higher levels of creativity and innovation, including in this list, aspects aimed at improving the quality of the group decision-making process associated with the gradual increase in general team effectiveness. However, some of these studies showed that these positive functions resulting from these conflict situations are perceived according to the type of management and organizational goals adopted. (Rahim, 2017).

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2.1.1   What is workplace conflict

Workplace conflict can be defined as a situation that tends to involve two or more individuals who carry out their work activities in the same organization and who have differences in various aspects such as beliefs, values and goals and it can influence their ability to work together, or even affect their own work environment. (Jameson, 1999).

Almost two decades later, this concept still remains similar to the one espoused above. For Rahim (2017), conflict in the workplace is a result of human interaction and, in this sense, it becomes common in work environments. Conflict tends to arise in situations in which individuals or groups or even organizations are in the midst of the effort needed to achieve their goals and these are incompatible or inconsistent with each other. This fact occurs because individuals have different behavioral preferences with regard to actions developed jointly, or because they have a diverse set of attitudes, values, beliefs and abilities.

According to Chiavenato (2004) there is no better way to compromise organizational health than to foster internal conflict. Similarly, the external conflict triggered by forces arising outside the organization can also exert a markedly disintegrating pressure. On the other hand, the internal conflict can bring positive potentialities in its core, enabling the strengthening of group cohesion and also the informal organizational dynamics, as well as the individual's own sense of belonging in relation to this organization.

2.1.2   The main conflicts in the workplace

The main conflicts in the workplace can be divided into two categories, affective or substantive conflicts. However, a division can be added regarding these conflicts: intrapersonal conflicts, interpersonal conflicts, internal conflicts (work) and between groups (work) (Rahim, 1986).

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For Robbins (2005) there are three types of conflict: a) Task conflict - related to the content and objectives of the work; b) Relationship conflict - focuses on interpersonal relationships; and c) Process conflict - relates to how work is done.

According to Williams; Moore & Williams (2019), the conflict can be broadly generalized into four categories that are: environmental; individual; organizational and workplace. With regard to the categories related to this study, conflict from an organizational perspective arises from profitability, productivity, leadership, as well as governance and ownership structure. As for the workplace category, they involve the work itself in order to combine the workforce and the conditions of that work. These situations can be common in organizations and, in general, corroborate to affect both their performance and their effectiveness. In this aspect, the role of the manager comes into play, whose concern is focused on ensuring the organization's effectiveness and who, in this way, seeks to act to eliminate or resolve these conflict situations (Schellenberg, 1996).

2.2 Conflict management in the workplace

It is known that conflict in teams at an organizational level ends up being an unavoidable factor; however, the results arising from this cannot be predetermined. In this sense, the conflict can have two biases, one that can amplify it and lead to unproductive results, or the conflict can be resolved and corroborated to produce quality end products (Thakore, 2013).

Complementing the above mentioned line of reasoning, Tjosvold (2008) believes that in order to take advantage of the good things arising from conflicts, the role of conflict management is of paramount importance.

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Thus, learning the aspects related to conflict management represents an integral part of a team that presents a high performance, however, few individuals, in most cases, come to seek to resolve the situation through conflict. Conflict management encompasses the acquisition of skills that are directly related to their resolution. Therefore, attributes such as self-awareness about the modes of conflict are needed, as well as conflict communication skills combined with the establishment of an adequate structure for conflict management in the organizational environment (Robbins, 2005).

A good manager must provide possibilities for his employees to coordinate and cooperate within the organization. This aspect represents that they demand the essential requirements for the performance of an administrator, that is, to plan, organize, lead and control human resources, among others, so that organizational goals can be achieved effectively and efficiently with the use of fewer resources and reduce the incidence of conflicts (Jones & George, 2014).

2.2.1 Conflict Management Styles

There are many studies around conflict management, and with that many styles are developed in order to help leaders and managers in this task. Max Weber, one of the pioneers in studies related to leadership, developed three typologies about the behavior of a leader, which are: authoritarian, democratic and liberal leadership.

Authoritarian leadership places an emphasis on the figure of the leader, that is, it is the leader who sets both the guidelines that will be followed, as well as determining the techniques that will be adopted, without any participation by the other members of the group (Sell, 2011). Democratic leadership distributes its emphasis between the leader and subordinates, in this way, the guidelines outlined and the techniques and processes are chosen by the entire group with the

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supervision of its leader (Reinke, 2009). And in liberal leadership, there is total focus on their subordinates, that is, there is complete freedom for employees to also take part in the decision-making process (Sell, 2011).

Conflict management is a theme that challenges any leadership process itself. It can be seen that there are several styles of behavior that can address the issue of interpersonal conflict. Aspects such as organizational behavior, perspectives and attitudes have gained in organizations relevant differentiations between different ages. To this end, Follet, Metcalf and Urwick (1942) developed the conceptualization of five styles aimed at dealing with conflicts within organizations, that is, domination, commitment, integration, avoidance and suppression. Thus, in order to manage the conflict effectively, it is inferred that one style can be more assertive than the other, depending specifically on the current situation.

However, Thomas and Kilmann (1992) extended this model so that they could focus on satisfying their own concerns, as well as acting towards the satisfaction of the other party, which came to be called the Thomas-Kilmann Mode Instrument wich named the styles of dealing with a conflict in: collaborating, accommodating, competing, avoiding, and compromising. This one was the model chosen to support this study, in order to achieve the objective proposed by this research.

2.2.2 Thomas-Kilmann Mode Instrument

Thomas-Kilmann Mode Instrument is a tool developed to assesses a person's behavior in the midst of a conflict situation, so that it can describe their behavior in relation to two basic dimensions, namely, assertiveness and cooperation. In this sense, assertiveness points to how far an individual can try to satisfy their own concerns, while cooperation presents the degree of

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priority that this individual has with other individuals (Kaimenyi, 2014). There are five styles of dealing with a conflict in the Thomas-Kilmann Mode Instrument, which are: [a] collaborating, [b] accommodating, [c] competing, [d] avoiding, and [e] compromising.

[a] Collaborating Style

The collaboration style tends to focus on conflict resolution in an integrative way, that is, people who have this style face the conflict directly and look for solutions that are new and characterized by creativity to solve these problems, so that the focus is on the needs of the other individuals involved as well as their own needs (Miller, 2014).

This style is related to individuals who resolve the conflict in order to come up with the best solution that is acceptable to the parties. It can also be called a problem-solving style. Therefore, this leadership style comes to answer the pending issue in an open way, using frank and neutral dialogue, so that clear communication can be established between the parties (Miller, 2014).

It should be noted that this style is, at the same time, assertive and cooperative, that is, the opposite meaning of avoiding conflict itself. Therefore, collaborating involves a oriented attempt to work with another individual in order to find a solution that is satisfactory in terms of both parties' concerns. It can also mean digging into a problem so that the inherent concerns of these involved parties can be identified, so that an alternative can be found that will meet the needs of the parties satisfactorily (Miller, 2014).

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[b] Accommodating Style

The Accomodation style adopts an empathetic posture, which is concerned with maintaining a healthy organizational climate. They have a high concern for the needs and desires of others and a low concern for themselves (Windom, 2020).

It's the opposite of competitive, there's an element of self-sacrifice in this style. The manager who adopts the accomodation posture neglects their own will in order to accept and respond to the point of view of their subordinates (Seymour, 1993).

[c] Competing Style

The competitive style has high concern for itself and low concern for others, which means that the individual seeks goals at the expense of the other party. This style is also recognized as forcing or imposing, as it aims to win, causing the other party to lose through the use of the power of position, aggression and verbal dominance (Kaimenyi, 2014).

Holt & DeVore, (2005) complements this by saying that this approach has a remarkably aggressive behavior when it comes to conflict resolution. In this way, they tend to force other people to achieve their goals, using authority as well as threats and styles of intimidation with the scope of forcing the parties to agree with their own understanding.

[d] Avoiding Style

This style refers to a low concern that the individual has with themselves and others. In general, it is accompanied by a probable withdrawal, given that those who use it tend not to satisfy their own concerns and those of the other party. In this sense, avoidance includes suppressing, leaving aside, or even ignoring and refusing to face up to outstanding issues. This style is often adopted

when the issues involved are of lesser relevance in relation to the conflict in general (Kaimenyi, 2014). For example, this style pretends everything is going well, and when they are openly asked about a concern they want to convey, they tend to say no. In this way, people who adopt the avoidance style end up ignoring the conflict (Rahim, Antonioni & Psenicka, 2001).

For Huang (2016) this style is shown to be predominant in East Asian culture, and the epicenter of oriental cultures concerns is aimed at maintaining the relationship. In this sense, they generally adopt this leadership style in order to keep a given situation in harmony. It is the style of individuals who adopt interventions from other parties to resolve a particular conflict. Although they are not assertive in their conduct, they demonstrate to be cooperative throughout this resolution.

However, for Miller (2014) this style is neither assertive nor cooperative, as the individual does not immediately seek to resolve their concerns, nor those of the other party. In this way, the individual does not resolve the conflict itself, which would be a way of postponing its resolution diplomatically, postponing its resolution until a moment appears that is more propitious for its resolution, even being able to simply give up in a certain threatening situation.

[e] Compromising Style

This refers to a specific situation in which the parties tend to give and receive, that is, both parties give up something after carrying out a negotiation in order to reach an agreement (Yuan, 2010). These individuals are able to change their opinion by virtue of finding reasons that were sufficient for such a change, or even motivated to avoid confrontations that could be fought continuously (Kressel, Kennedy, Lev & Taylor, 2002).

The main objective of this style is to find solutions that are convenient and at the same time mutually acceptable and that can partially satisfy both parties. Therefore, this style is situated in the middle ground between competing and accommodating. However, this style is able to address a specific problem more directly than the avoidance style, but it cannot explore it with the depth that is achieved in the collaborative style (Miller, 2014).

In order to facilitate understanding, the Table 1 presents a summary of the conflict resolution methods mentioned above. According to Sample (2008) there are no right or wrong styles, their effectiveness is more related to the context in which the style will be adopted and the way in which each style is put into practice.

Table 1 - Conflit Management Styles

Conflict Management Styles	High concern for self	High concern for others	Moderate concern for self	Moderate concern for others	Low concern for self	Low concern for others
Collaboration	X	X				
Accommodation		X			X	
Competing	X					X
Avoiding					X	X
Compromising			X	X		

(Windom, 2020).

2.3 Generational Management

Organizations are increasingly using a workforce characterized by the diversification of their members, which is in part due to the variety of generations working together, and which in this way tends to provide a variety of solutions to various problems that tend to be presented throughout their work performance (Bejtkovský, 2016).

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Diaz-Sarmiento; López-Lambraño; and Roncallo-Lafont (2017) define the expression generation, to an entire age group that tends to share and experience throughout its history a set of experiences that establish a significant distinction from its other predecessors.

In the current panorama of organizations, the importance of developing studies referring to the different generations that are active in the labor market is increasingly evident. Between generations, there are aspects that differ from each other, such as the way of acting, thinking and the way they see the world around them.

For Melo, Faria and Lopes (2019) throughout their professional lives, managers learn to deal with new situations, emotions and tensions that contribute to the process of construction and consolidation of the managerial identity. This process manifests itself in different ways according to the generation of managers.

Bejtkovský (2016) also defends the thought that the denomination of a generation can be understood in a way analogous to an identifiable group and that it tends to share beyond the same birth dates. Thus, for a more assertive understanding of how one generation tends to differ from the other, it is necessary to realize that each one of them has some specific characteristics and represents a set composed of beliefs, values and priorities inherent to each one.

2.3.1 Generation Y (Gen Y)

Gen Y, also known as millennials, it consists of individuals born between 1977 and 1995. They seek work flexibility, pleasure and fun at work and balance between work and family (Delloitte 2014). According to Grassi, De Andrade and Veloso (2016) the millennium generation is driven by their expectations and challenges. They are also looking for new opportunities, varied

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positions at work, and because of that, the turnover by this group of people ends up being normal (Chirinos, 2009; Molinari, 2011; Yeaton, 2008).

Eliel, Irizarry-Hernández and Auxiliar (2009) describe people from Generation Y to be ambitious, eager and seek immediate results. They delegate responsibilities and expect feedback and results at every moment. Following the same reasoning, Salahuddin (2011) complement, that they are not very experienced in dealing with difficult issues with people. But have a tendency towards a transformational and participatory leadership style.

Lombardia, Stein and Pin (2008) summarizes the job expectations of Gen Y individuals in: freedom to make decisions, opportunities for learning and development, open communication and respect for their lifestyle.

2.3.2 Generation X (Gen X)

Gen X refers to those born between 1965 and 1976. According to Chirinos (2009) they are people who seek to maintain a balance between work and personal life. In the workplace, they choose variety and challenges and opportunities, want to work in an environment with freedom and flexibility, and feel the need for feedback (Pendergast, 2010).

According to Smola and Sutton (2002) Gen X members strive hard to achieve their goals, and expect their subordinates to also strive to achieve the organization's goals. For Veloso, Dutra and Nakata (2016) due to the lack of functional stability at the time they grew up, Gen X people were guided to develop skills to improve employability, making them more proactive and creative.

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On the other hand, in the understanding of Melo, Faria and Lopes (2019) the historical context of Gen X of corporate downsizing made them have a more suspicious posture. According to these authors, the administrative restructuring of the market affected labor relations, harming the relationship between loyalty to the company and job security. Filipczak (1994) reinforces the aforementioned thought when he says that job fidelity is not one of the strengths of the individuals at Gen X, as they always aim to achieve something better and see work as a step closer to achieving theirs goals, something temporary.

For, White (2013) they are autonomous people, not very patient with activities that demand a lot of time and when they are working in functions they enjoy, they are concerned with making the difference. However, according to Salahuddin (2011) there is a disadvantage in that they are autonomous at work, they tend not to have the skills to deal with people and work with cynicism.

They advocate participatory leadership but don't put it into practice. They have a leadership "of fairness, competence, and straightforwardness. Their straightforwardness may affect employee retention" (Salahuddin, 2011, p. 4).

2.3.3 Baby boomer

The Baby Boomer generation is related to those born between the years 1945 and 1964, and its name is attributed to the baby boom period, that is, the time when the birth rate grew considerably across countries of origin Anglo-Saxon. Its main characteristics are optimists and workaholics (Pendergast, 2010).

According to Crampton (2009) it is the post-World War II generation, who grew up in an environment of relative prosperity and security, especially against factors such as terrorism,

pollution, child abduction and the pessimism that exists in our society today. In this way, Baby Boomers embrace aspects related to growth, expansion, they have a commitment to work that involves loyalty to the organization they belong to. They share core values of optimism, team orientation, work, and personal gratification.

They are used to working in hierarchical and competitive environments. They are disciplined, dedicated, and pressure work, formality and authority are their management style (Lasheras and Jiménez, 2012). Salahuddin (2011) complements by saying that the Baby Boomers believe in participatory leadership style, however, they have difficulty implementing it in the workplace. This leadership style requires the ability to understand, listen, communicate, motivate and delegate and they don't have these skills.

According to Melo, Faria and Lopes (2019) Baby Boomers also have an ethical and responsible management capacity, placing them in a prominent position among the best business leaders in the world. However, according to Salahuddin (2011) they are uncomfortable with conflict to those who see things differently than they do.

2.3.4 Comparisons between generations

According to researchers, it is noted that the historical context, the facts witnessed, the experiences acquired have a great influence on the behaviour of human beings, giving each generation some specific characteristics. The table 2 below presents a summary of the characteristics of the generation Y, X and baby boomer, for ease of understanding.

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Table 2 - The characteristics of generations

	Gen Y (1977 - 1995)	Gen X (1965 - 1976)	Baby Boomers (1945 - 1964)
Defining Events	Computers-Internet - Global warming - Shooting in schools - Terrorist attacks - Diversity - Extra-curricular activities - Economic boom of the 90s.	Watergate / Fight Against Iran. - High divorce rate. - Wall Street -1980 - MTV - Social Security Crisis. - Corporate layoffs.	Post World War II - Prosperity - Television - Suburbs - Civil Rights - Women's Liberation.
Personality	Idealist seeks happiness - 24/7 connection - Teamwork - Social and active thinking. Respect for the other - Achievement oriented - Structured - Search for the best money offer - More developed right hemisphere (creative) - Excellent academic training.	Fiercely independent - Results oriented - Skeptic - Organize their life around work - Pragmatics - Loyalty to the company - More developed left hemisphere.	Willing to go the extra mile - Optimistic - Positive - Love / Hate; relationship with authority - Idealistic - Wants to have it all.
Leadership Strengths	Dedicated - Optimistic in difficult situations.	Adaptation to change - Competent & Frank - Not intimidated by authority.	Participatory style - Leadership with heart - Political experience.
Leadership Challenges	Intimidated by conflict - Needs supervision and structure - Lack of resilience.	Tact vs. Brutal honesty - Corporate policies.	Mastery of Leadership Skills - Direct Deal with Conflict - Practice What say.
Keys to Motivation	Help you see meaning with your work - Provide opportunities to move up the corporate ladder and contribute to your business - They care more about money.	Create flexible work engagement - Provide understanding and development plans.	Recognize your expertise and contribution - Provide opportunities to return.

Chirinos (2009)

2.4 Employee satisfaction

Employee satisfaction represents a relevant factor for the success of any endeavor. For Harris

(1989) job satisfaction refers to a positive feeling that directly results in the way a worker

behaves in the workplace. Hoppok & Spielgler (1938) expands the concept by saying that satisfaction in the work environment can be defined as an integrated set of psychological, physiological and environmental conditions intended to encourage employees to admit that they are satisfied or happy with the work environment.

According to Locke (1969) job satisfaction is conceived as the result according to the employee's evaluation of their work, or even the achievement of their values through this work activity, which may come to be a positive emotion relating to well-being. Fraser (1996) adds that job satisfaction is close to a personal state, which can be subjective and dynamic and that, therefore, is undergoing constant changes, whether caused by intrinsic or extrinsic conditions to work and the worker.

Given the above, it can be inferred that the work environment is constituted by two broader dimensions, that is, work and context. Therefore, the work involves all the various characteristics related to the work activities themselves, such as the way in which this work is performed and completed, encompassing activities such as task training, as well as control over the activities themselves that refer so much to the work, as to the sense directed to the accomplishment of the work and its intrinsic value. Several studies have focused on the inherent aspects of satisfaction in the work environment, the results presented demonstrate that there is a positive link established between the work environment and the intrinsic factor of work satisfaction. These theorists even described the second dimension pertaining to job satisfaction, called context, which involves the physical and social conditions of work (Sousa-Poza & Sousa-Poza, 2000; Raziq, & Maulabakhsh, 2015).

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In this way, keeping employees with a high level of satisfaction in relation to their careers must be seen as a fundamental priority for each manager. For companies to compete effectively in the global market, they must create positions so that there is a reduction in the negative factors related to stress and increase the level of motivation and satisfaction so that these factors can positively influence the performance of these employees (Koslowsky & Krausz, 2002).

According to Buhai, Cottini, and Westergård-Nielsen (2008) over time, studies were developed aimed at understanding the relationship between the work environment and job satisfaction in various regions around the planet, under different contexts, and it was concluded that a positive organizational climate directly affects productivity improvement. Furthermore, employee satisfaction can be conceived as one of the most relevant drivers not only in terms of productivity, but also in terms of quality and customer satisfaction.

Table 3 - A conceptual model of Working Environment and Job Satisfaction

Working Environment	Job Satisfaction
- Working hours - Job Safety & Security - Relationship with Co-workers esteem Needs - Top Management	- Employee loyalty - Sense of ownership - Level of Commitment - Efficiency & Effectiveness Productivity

Source: Raziq & Maulabakhsh, 2015, p. 720.

On the other hand, there are other factors that contribute to the satisfaction of an employee in the work environment. For Matzler & Renzl (2006) one of the most important drivers of employee satisfaction is linked to interpersonal trust, that is, the trust established with the management and trust with their peers, and that thisculminates in a strong influence on employee satisfaction, and consequently, employee loyalty.

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2.4.1 Job Characteristics Model

A theory that seeks to assertively explain satisfaction in the workplace refers to the Job Characteristics Model authored by Hackman and Oldham (1976). This theory has its epicenter in the fact that five specific areas corroborate to significantly impact job satisfaction itself. These five areas include: skill variety, task identity, task significance, autonomy, and feedback.

The fundamentals that support the variety of abilities addresses the theory that a worker will be able to use a wide variety of abilities to accomplish his work. For example, when the main activity of the job centres on always putting the same screws in a part, this could not be conceived as a variety of skills. Task identity refers to the areas in which the employee has participation from the beginning to the end of the process, thus placing your identity in the activity (Graham, 2009).

It can be said that the first two factors in the above model, in general, are not influenced by supervisors. Because employees receive information about the functions of their jobs in the period prior to starting these activities and, thus, can make a decision whether or not to perform this task (Graham, 2009).

However, it is noteworthy that the last three factors of the model tend to be strongly influenced by managers or supervisors in a company, given that the significance of the activity lies in the conception that this task that must be completed is relevant for the organization. The reason for this is that employees need to feel valued and feel useful to their managers and the organization. It is important therefore that the employee has a real sense of being valued (Graham, 2009).

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The autonomy factor is evidenced by its simplicity and is linked to the need for employees to be able to make decisions on their own. The opportunity to surprise their supervisors by showing the level of ability they have is a factor related to employee satisfaction, as it generates a feeling of self-fulfillment (Graham, 2009).

Finally, the last factor presented in the Job Characteristics Model is the feedback aspect. The self-motivated employee wants to continue improving their performance and for that they need some kind of feedback, comment or evaluation from their co-workers, clients, or superiors. The latter being more effective for the employee at the level of satisfaction. Recognition for a job well done is very welcome, but constructive criticism, if done correctly, will have a positive effect on employee satisfaction, as they want to demonstrate constant improvement (Graham, 2009).

2.4.2 Dissatisfaction Factors

It is conceivable that there are several reasons why employees become discouraged about their jobs and consequently end up resigning or being fired. These reasons can be high stress, the lack of adequate communication within the organization, the lack of interest of the employee in their field of work, or the position in which they start in their work activities, the trivialization of the function they occupy, the lack of a solid policy aimed at professional recognition as well as few growth opportunities within the professional career (Gregory, 2011).

In this line of reasoning, as the corporate world becomes what we can call the service economy, an interest in mental health problems developed in the workplace has emerged. Thus, problems such as the risk of burnout tend to increase significantly in certain occupations, especially in professionals exposed to pressure in their daily work (Rössler, 2012).

It is noticed that the aspects of job dissatisfaction can be linked to several factors, whether external or internal. Thus, with regard to external factors, they refer to aspects of the employee's mental health, as well as the dimension of their interpersonal relationships and of their family nucleus, which tend to significantly influence the performance of this employee. As for the internal factors, they are linked to the work environment, the team, the leadership, in addition to involving the physical conditions of this environment, in order to encompass the salary and the possibilities for professional growth (Gregory, 2011).

Thus, the management must act actively with regard to practices aimed at improving these factors in order to maintain high employee satisfaction and, as a consequence, reduce the turnover rate. Even though organizations are immersed in a panorama marked by the economic crisis, the turnover factor represents an expense that should be avoided (Gregory, 2011).

3   RESEARCH METHODOLOGY AND METHODS

The importance of the research methodology consists in the instrumentalization of the instruments used so that science can be done. In this sense, there is a need for precision and objectivity in the development of a research, allied to the aspect that the researcher must strive to ensure that the research is valid and reliable so that scientific knowledge can be socialized and reproduced according to the developed tools by the scientific methodology itself (Jonker and Pennink, 2010).

The method can be conceived as a process adopted to achieve a specific purpose or that knowledge can be reached (Lakatos & Marconi, 2003). However, research cannot be conceived as a mere process aimed at gathering information, as is often suggested. Unlike this aspect, the research is about answering unanswered questions, or even creating something that does not exist today. Thus, in many ways, research can be seen as a process oriented towards expanding the frontiers of our ignorance (Goddard & Melville, 2004).

Research represents raising a question and then focusing on it to find an answer. In other words, research means a kind of investigation that makes the description about the fact that a problem is under investigation in order to get rid of the generalization aspect. In this way, research comprises the activity outlined for solving problems that intend to add new knowledge, as well as the development of theory and the collection of evidence with the scope of testing generalizations (Kumar, 2002).

A research method consists of a set of procedures, tools and techniques aimed at collecting and analyzing data and, in a way, is independent of methodologies and paradigms. Therefore, a research method, by way of example, can adopt different research methodologies. Thus, a

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method represents a practical application of how to do research, while a methodology refers to the theoretical and ideological basis of a method itself (Wahyuni, 2012).

3.1   Philosophies

Ontology is related to the nature of knowledge and scientific development, therefore, ontology refers to the view of how a given reality is perceived (Parker; Brown; Filatova; Riolo; Robinson & Sun, 2012).

Ontological realism is related to the line of social studies that reflects a positivist or phenomenological epistemological line (Smith and Ceusters, 2010). This ontological realism assumes that it is possible to attribute objective answers to the central ontological question that consists of the following question: What exists? (Chalmers, 2009).

For the present study, according to Jonker and Pennink (2010), the relativistic ontological realism was adopted, as it seeks to understand how the manager's attitudes and perceptions are in the face of an imminent conflict situation with their employee. This concept refers to the point of view that there is no absolute truth in itself, as well as intrinsic validity, but that in relation to the present object of study there is a relative value regarding the way the manager manages and resolves the negative and positive impacts derived from the conflict situation.

It also adopts the ethical epistemology that, in the conception of Pruzan (2016) refers to the aspect of observation and external analysis in relation to the group of individuals (manager and employees) who are the object of this study.

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3.2   Approaches

An inductive approach was adopted to analyze the study to be carried out with the manager and employees of Dublin pubs, as it is the method that makes it possible to build knowledge through the systematic observation of facts (Kothari, 2004).

According to Lakatos & Marconi (2003) the inductive approach has as its main scope to expand the reach of knowledge itself. Insofar as inductive arguments come to admit different degrees of force, this will depend directly on the capacity of the premises regarding the basis of the conclusion. In summary, inductive arguments tend to increase the relative content of premises, however, at the sacrifice of precision.

3.3   Time Horizon

The time horizon to be adopted for this study is a transversal time horizon, as according to Singh's conception (2006) it is more appropriate than the longitudinal one in relation to the aspect that the time horizon demands much less time than a longitudinal study, which would tend to make the research work unfeasible.

3.4   Strategies

Regarding the objectives, this research has a descriptive nature that has several definitions or purposes identified in the literature. In order to be able to describe in a sustainable and accurate way the facts and characteristics of a specific population, or even an area of interest; descriptive research makes it possible to provide a portrait or a report characterized by accurate precision regarding the characteristics that make up a specific individual, a given situation or group. In this aspect, a descriptive study provides the discovery of new meanings, so that it can describe what

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exists, including determining the frequency with which a specific phenomenon occurs, as well as organizing information about it (Dulock, 1993).

This type of research is designed to act in the description of existing phenomena in a way that presents the greatest possible precision. It should be noted that the term "existing phenomena" tends to make descriptive research opposed to experimental research, given that this type of phenomenon is not only observed, but also phenomena originating after a specific period of treatment. Thus, the phenomena to be observed in the context of descriptive research are already available. Thus, what remains for the researcher is to collect data by adopting research instruments such as tests, questionnaires, interviews, including observation itself. Therefore, the main scope of descriptive research is outlined in systematically describing the existing phenomena that are under study (Atmowardoyo, 2018).

In the case study, for Yin (2009) is a form of scientific research that makes it possible to bring the researcher closer to the investigated object, on the other hand, it tends not to offer all the rigorism of other scientific methods. For Kumar (2002) the case study involves an investigation that tends to go deeper into a single unit, which may be an individual, or even a family unit, an institution, as well as a district or community, including any unique phenomenon or event that is selected for intensive investigation. The approach by which the case study is developed, in its essence, emerged as a technique designed for solving problems and also adopted as a device aimed at achieving improvements in several dimensions related to the examination of the case under analysis (Kumar, 2002). As for the exploratory study, "it is carried out on a particular research problem that, in general, refer to studies that point to little or no previous study about it" (Kothari, 2004, p. 4).

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For the strategies adopted in this study, the data crossing technique that can be adopted was sought, according to Kumar (2002) aiming at validating the data by comparing different data sources, examining the evidence of data and using them to build a justification for the themes in question. That is, both in the bibliographical research regarding the study of generations, and in field research with the aim of collecting and analyzing the primary data related to the manager's attitudes and behaviors in relation to conflict management at the organizational level and how it impacts on employee satisfaction.

3.5   Choices

For the study to be carried out in the field, the questionnaire will be adopted so that this research can be aligned with the objectives of this study. Thus, the questions contained in this questionnaire aim to identify the behaviour of generations Y, X and baby boomer managers in the conflict management function in Dublin pubs, as well as to assess the level of employee satisfaction, allowing for the addition of quantitative aspects that in the design of Kothari (2004) represents the study that refers to the aspect of quantity and the mathematical and statistical models themselves.

The survey represents a data collection instrument whose constitution is based on an ordered series of questions answered in writing in the absence of the interviewer. In general, the researcher tends to send the survey to the informant, either through the internet and after filling it out, the researcher must return it. Among its advantages, we can highlight the saving of time and the possibility of reaching a greater number of respondents simultaneously. In realtion to the disadvantages aspect, there is the possibility that only a small percentage of the surveys will be returned and also the possible incidence of many unanswered questions (Lakatos & Marconi, 2003).

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3.6   Research Question

This study aims to answer the question: what are the predominant conflict management styles adopted by generational managers (Gen Y, X and baby boomer) and how does this impact on employee satisfaction? The literature review and the applied survey gave support so that the general objective was reached. This issue is of great relevance, since Ireland is home to 7,193 public houses and the sector employs an average of 92,000 people (Foley, 2017). Pubs are considered one of Dublin's main attractions and all studies that involve improving the management of these sectors are of great relevance to the country's society and economy.

3.7   Target Population

The target population was all the professionals from pubs of Dublin. However, in order to achieve the general objective of the study, the professionals who was occupying management positions should belong to the generation Y (born between 1977-1995), generation X (born between 1965-1976) or baby boomer generation (born between 1945-1964).

3.8   Data collection and analysis

With regard to data collection and analysis, the survey population consists of Dublin City pub managers belonging to the Generations Y, X and baby boomer, as well as pub staff. According to Folley (2017) Dublin has around 700 pubs, due to the considerable size of the research population, non-probabilistic or convenience sampling will be adopted, which according to Novikov and Novikov (2010) although if there is not adequate scientific rigor, it allows an approximation of the reality to be observed.

The sampling methodology allows us to accurately determine which individuals will be interviewed. Thus, the questionnaire provides the exact questions that should be asked (Kumar,

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2002). The applied survey contains closed questions, with multiple choices and attitude scales. It contained screening questions such as: 'Do you currently work in a pub in Dublin?' Or, in the case of managers, 'Which generational group do you belong to: Generations Y, X or baby boomer?', making it possible to guarantee that only the target population of the study would participate in the research. 28 questions were directed to managers and 29 were directed to employees.

The applied survey was the Rahim Organizational Conflict Inventory – II (ROCI – II) questionnaire in a form adapted by the author of this research. At first, two questionnaires were developed: one for employees and the other for managers. However, some respondents were not reading the header and were confused about which questionnaire they should answer. In order to avoid this problem, the two questionnaires were merged together and screening questions were added to direct the respondent to the section that corresponded to each group.

The survey was made available online for 18 days on WhatsApp and Facebook groups. The groups were mostly related to the drink industry. "Social network sites are very useful because they provide a way of targeting groups of people who have something of interest to the researcher" (Denscombe, 2010, p. 17). The survey was also emailed to pub workers which were contacted personally, in order to increase the number of respondents. It obtained 149 respondents in total, 69 managers and 80 employees.

As for data analysis, the research is characterized by being quantitative, is based on the measurement of quantity, and it has its applicability with regard to phenomena that are expressed in terms of quantity (Goddard & Melville, S. 2004).

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Through the literature, it was possible to investigate the main characteristics of the Generations Y, X and Baby boomer. Through this desk research it was recognised that the Thomas-Kilmann Mode Instrument could be used to compare the management style adopted by pub managers in Dublin and in a way adapted by the author could also be used to guage the level of employee satisfaction. With the use of questionnaires, it was possible to acquire adequate information to identify how human beings behave towards conflict resolution, and cross-reference the data between generational characteristics, conflict management styles and employee satisfaction.

3.9   Ethics

All survey respondents were informed about the nature of the research and that the data collected would be of academic use, and analysed at the group rather than individual level. They were also informed that this was a voluntary, anonymous survey and that they were free to leave the survey at any time. The respondent had to confirm that they were aware of all the initial information in order to be able to take part in the survey and an email was provided to contact them to clarify any doubts or interest in the survey results.

3.10 Research Limitations

As for the limitations of the research, in relation to the advent of the new Coronavirus pandemic, the use of the library was restricted and the pubs in Dublin were one of the last establishments to be reopened, causing a delay in the application of the questionnaires. The rare daily and effective participation of managers of the Baby Boomers generation in pubs or/and social networks limited the number of respondents in this category. However, it contributed to the perception of new problems.

4 PRESENTATION OF DATA

Brickman-Bhutta (2012) as cited by Denscombe (2017, p. 17) believes that the "online questionnaires make it possible to do survey research faster, cheaper and with less assistance than ever before". Following this thought, the questionnaire was distributed by email, Whatsapp and Facebook groups in order to reach professionals working in pubs in Dublin. It obtained 149 respondents in total, 69 managers and 80 employees.

The applied survey was the Rahim Organizational Conflict Inventory – II (ROCI – II) in an adapted form by the author of this research. The questions were linked directly to the research objectives as suggested by Biggam (2018) in order to discover the behaviour of managers belonging to the generations Y, X and baby boomer. It regards to conflict's management and how this has an impact on employee satisfaction. Participants were also asked demographic questions such as gender, age and length of time working in the pub in order to gather basic information about the background of the target audience.

4.1 Questionnaire's Charts

Demographic questions

As part of the demographic questions, in order to know the basic characteristics of the target audience, respondents were asked their gender status. According to the survey, 81% of managers are men and 19% are women. Regarding employees, 55.2% are women and 41.4% men and 3.4% preferred not to respond, as shown in Figure 1.

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Figure 1 - Gender
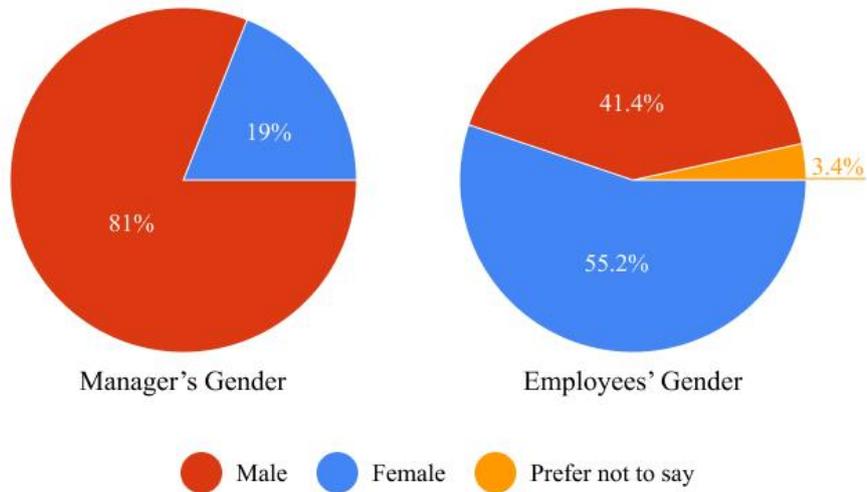
Participants also answered which age group they belonged to. As shown in Figure 2 and Figure 3, for the question addressed to managers, the year of birth was chosen in order to facilitate the identification of the generational group that this research is analyzing. Differently from the employees, age was placed as an option for answers.

Figure 2 - Manager's Age Group

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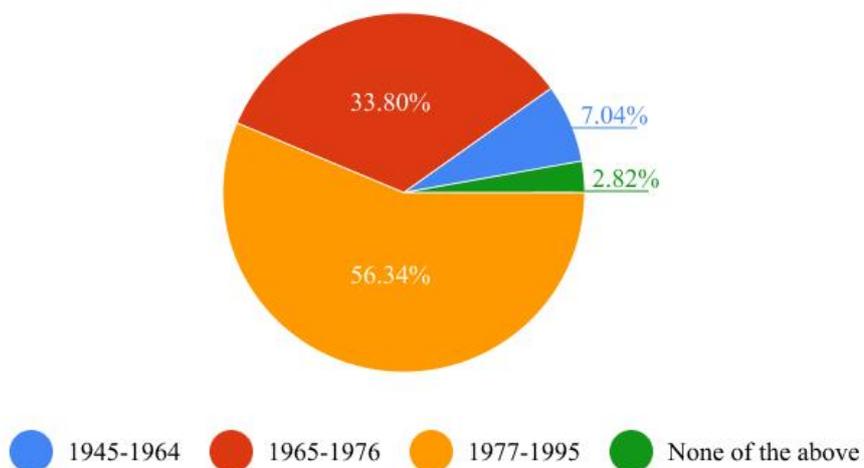
According to the survey, 56.34% of managers were born between the years 1977–1995 (generation Y); 33.80% were born between the years 1965-1976 (generation X); 7.04% were born between the years 1945 – 1964 (baby boomer) and 2.82% did not belong to any of the generational groups that will be analyzed in the research and could not proceed with the participation in the questionnaire.

Figure 3 - Employees' Age Group
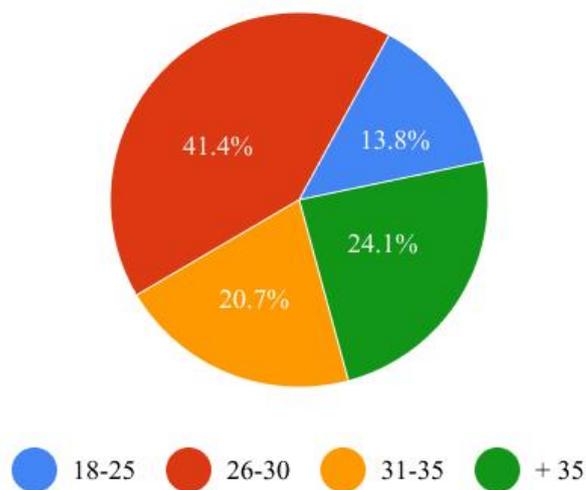
As illustrated in Figure 3, according to the survey, 41.4% of the employee respondents said they were over 35 years old, 24.1% said they were between 26 and 30 years old, 20.7% between 31 and 35 years of age, and 13.8% responded that they were between 18 and 25 years of age.

Figure 4 shows how long employees participating in the survey have been working in pubs. As illustrated, more than half of respondents have worked for more than 3 years in pubs, representing a percentage of 65.5% of the sample. That is followed by 17.2% who are between 1 and 6 months of working in pubs, 10.3% between 2 and 3 years and in a smaller percentage of 6.9% are those who have been working between 7 and 11 months. None of the respondents belonged to the option between 1 and 2 years of work.

Figure 4 - Length of work
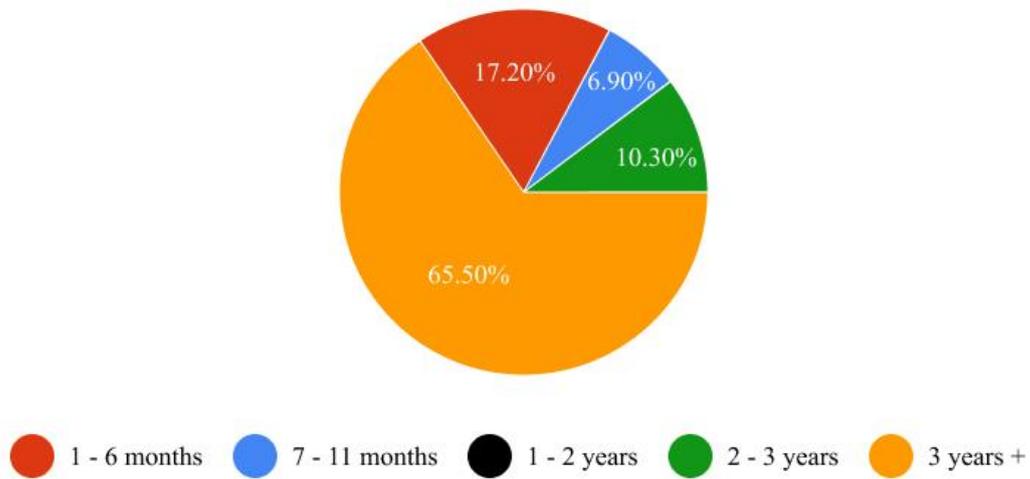
In addition to the demographic questions, as mentioned above, participants answered closed-ended questions aimed at the research objectives. The 69 managers have answered 28 scale questions to identify which of the conflict management styles they use. Recognized by the Thomas-Kilmann Mode Instrument as: collaborating, accommodating, competing, avoiding and compromising styles. Each question is related to one of the five conflict management styles. Table 4 shows how the questions were distributed according to each style. Questionnaire questions can be found in the Appendix.

Table 4 -Distribution of questions asked to managers according to management style.

Styles	Question Numbers/Managers
Collaborating	1, 4, 5, 12, 22, 23, 28
Accommodating	2, 10, 11, 13, 19, 24
Competing	8, 9, 18, 21, 25
Avoiding	3, 6, 16, 17, 26, 27
Compromising	7, 14, 15, 20

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The 80 participating employees have answered 29 multiple choice and scale questions, in order to assess their level of satisfaction regarding the perception of their managers' conflict management style. Due to the volume of questions and the limit of the number of words that the research is submitted, the most relevant questions for the analysis of the proposed objective will be presented. However, the complete questionnaire and data can be found in Appendix as mentioned above.

The results will be presented in charts highlighting some of the questions answered by the participants, which will be enough to illustrate the results obtained and provide an analysis of the data. To facilitate the understanding of the data, charts related to the respondent managers will be presented first. This is separated by generations and in line with the Thomas-Kilmann Mode Instrument's five management styles: collaborating, accepting, competing, avoiding and compromising. The scale questions ranged from 1 to 5, being: 1 - strongly disagree; 2 - disagree; 3 - neutral/moderate; 4 - agree and 5 - strongly agree. The management style is identified from the sum of the degrees of agreement answered in each question. The higher the style score, the higher your frequency in using it. The data collected from the responses of employees will be presented second.

Conflict Management Style - Manager's response

[a] Collaborating Style

Chart 1 - Distribution of Gen Y managers' scores - collaborating style questions

Gen Y									Total/# of
(1977-1995)									responses (39)
Questions	1	4	5	12	22	23	28	Total	Average Score
Score	176	163	173	179	174	180	182	1227	31.46

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Chart 2 - Distribution of Gen Y managers' scores - collaborating style questions

Gen X (1965-1976)									Total/# of responses (23)
Questions	1	4	5	12	22	23	28	Total	Average Score
Score	108	96	102	108	102	96	101	713	31

Chart 3 - Distribution of Baby Boomer Managers' Scores - collaborating style questions

Baby Boomer (1945-1964)									Total/# of responses (7)
Questions	1	4	5	12	22	23	28	Total	Average Score
Score	35	28	35	27	27	30	30	212	30.29

[b] Accommodating Style

Chart 4 - Distribution of Gen Y manager's scores - accommodating style questions

Gen Y (1977-1995)								Total/# of responses (39)
Questions	2	10	11	13	19	24	Total	Average Score
Score	167	143	98	141	121	163	833	21.36

Chart 5 - Distribution of Gen X Managers' Scores - accommodating style questions

Gen X (1965-1976)								Total/# of responses (23)
Questions	2	10	11	13	19	24	Total	Average Score
Score	102	71	46	75	77	82	453	19.70

Chart 6 - Distribution of Baby Boomer Managers' Scores - accommodating style questions

Baby Boomer (1945-1964)							Total/# of responses (7)
Questions	2	10	11	13	19	24	Total	Average Score
Score	24	28	12	15	24	30	133	19

[c] Competing Style

Chart 7 - Distribution of Gen Y Managers' Scores - competing style questions

Generation Y (1977-1995)						Total/# of responses (39)
Questions	8	9	18	21	25	Total	Average Score
Score	141	98	154	152	105	650	16.67

Chart 8 - Distribution of Gen X Managers Scores - competing style questions

Generation X (1965-1976)						Total/# of responses (23)
Questions	8	9	18	21	25	Total	Average Score
Score	69	46	50	69	46	280	12.17

Chart 9 - Distribution of Baby Boomer Manager Scores - competing style questions

Baby Boomer (1945-1964)						Total/# of responses (7)
Questions	8	9	18	21	25	Total	Average Score
Score	21	18	18	15	15	87	12.43

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[d] Avoiding Style

Chart 10 - Distribution of Gen Y managers' scores - avoiding style questions

Generation Y (1977-1995)								Total/# of responses (39)
Questions	3	6	16	17	26	27	Total	Average Score
Score	166	133	135	91	144	173	842	21.59

Chart 11 - Distribution of Gen X managers' scores - avoiding style questions

Generation X (1965-1976)								Total/# of responses (23)
Questions	3	6	16	17	26	27	Total	Average Score
Score	82	73	67	50	86	101	459	19.96

Chart 12 - Distribution of Baby Boomer manager scores - avoiding style questions

Baby Boomer (1945-1964)								Total/# of responses (7)
Questions	3	6	16	17	26	27	Total	Average Score
Score	18	18	18	15	15	15	99	14.14

[e] Compromising Style

Chart 13 - Distribution of Gen Y managers' scores - compromising style questions

Generation Y (1977-1995)						Total/# of responses (39)
Questions	7	14	15	20	Total	Average Score
Score	144	141	156	139	580	14.87

Chart 14 - Distribution of Gen X Managers' Scores - compromising style questions

Generation X (1965-1976)					Total/# of responses (23)
Questions	7	14	15	20	Total	Average Score
Score	93	99	96	88	376	16.35

Chart 15 - Distribution of Baby Boomer Managers' Scores - compromising style questions

Baby Boomer (1945-1964)					Total/# of responses (7)
Questions	7	14	15	20	Total	Average Score
Score	30	27	27	30	114	16.29

Satisfaction of employees - Employees' response

Employees were asked how old their managers were in order to identify which generation they belonged to. This question made it possible for the answered questionnaires to be separated according to the generations of the employees' managers. Thus, providing analyzes aimed at the research objective. In relation to that, 48 responding employees have managers aged 26-44 years (Gen Y) representing 60% of the sample. 26 respondents have managers aged 45-56 (Gen X) representing 32.5%. And 6 respondents have managers aged 57-76 (Baby Boomer) representing the lowest percentage of 7.5%. No response was obtained for the options: under 26 and over 77, as shown in Figure 5.

Figure 5 - Managers' Age Groups from Employees
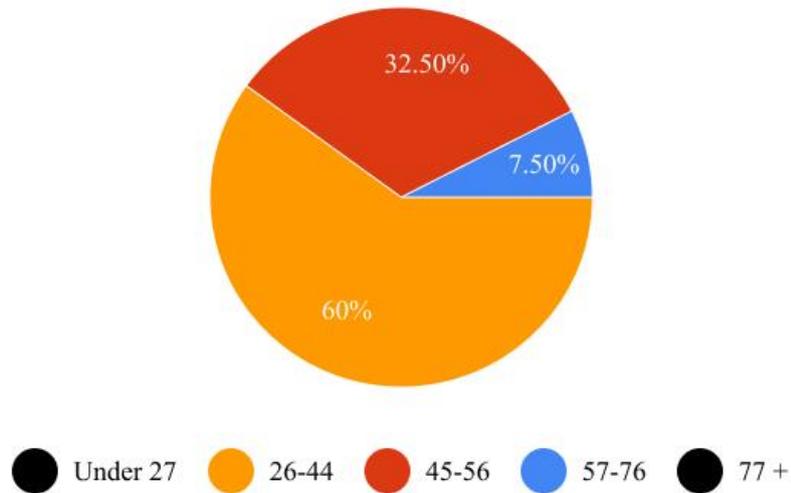
The employees answered the question: How would you describe the way your manager handles conflicts at work? As shown in Figure 6, it is observed that the option 'with dialogue' obtained the maximum percentage of 28.75% followed by 'taking advantage of the power of position' with 25%, the options 'mediating' and 'avoid talking about' achieved the the same percentage of 21.25% and the 'making concession' style had 3.75%.

Figure 6 - Employees' Views on Management
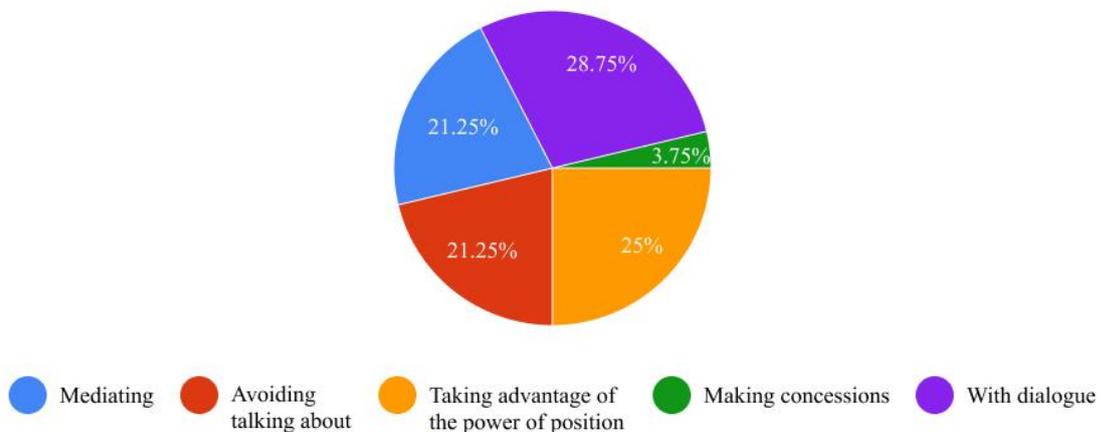
Employees were asked to rate the statement: 'I am satisfied with the way my manager resolves internal conflicts'. As shown in Graph 1, 35.42% of employees managed by Generation Y disagree with this statement. 30.77% of employees managed by generation X responded neutral/moderate. Baby Boomer management employees were evenly split between neutral/moderate options and strongly agree.

Graph 1 - I am satisfied with the way my manager resolves internal conflicts".

	Strongly disagree	2	3	4	Strongly agree
Gen Y	22.92%	35.42%	16.67%	12.50%	12.50%
Gen X	11.54%	11.54%	30.77%	23.08%	23.08%
Baby Boomer			50%		50%
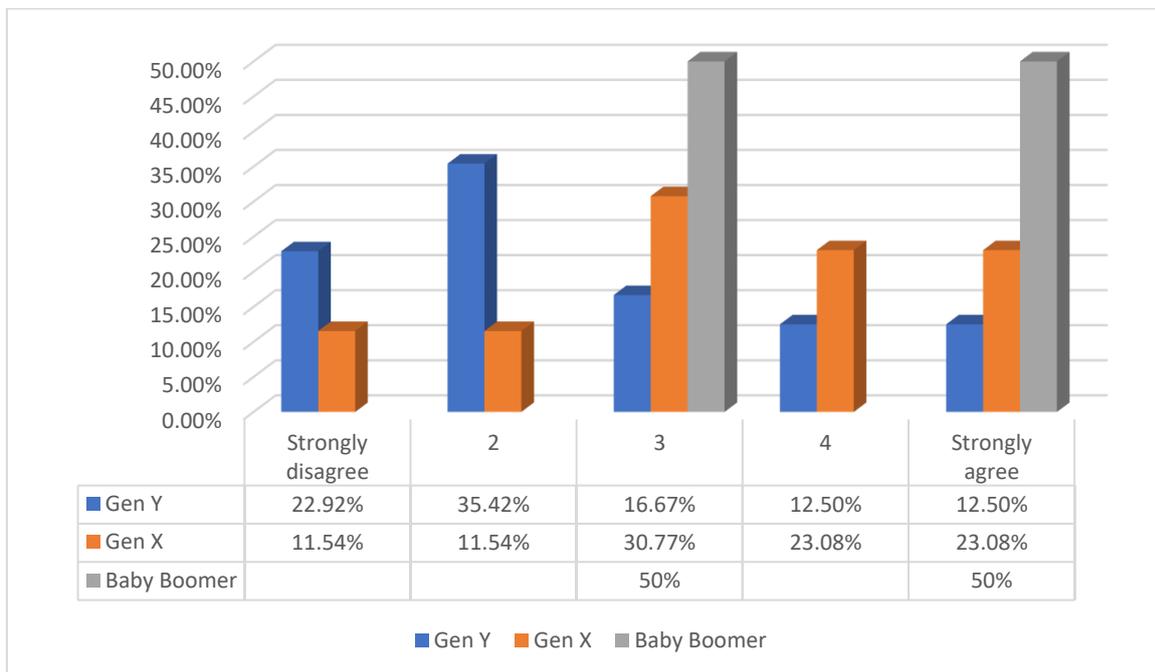
Graph 2 shows the result of the evaluation of employees against the statement 'The way my manager resolves conflicts influences my level of job satisfaction'. 47.92% of employees who have Gen Y managers, agree with this statement; 30.77% of employees who have managers Gen X, strongly agree; and 100% of employees supervised by Baby Boomers managers also responded 'strongly agree'.

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Graph 2 - 'The way my manager resolves conflicts influences my level of job satisfaction.'

	Strongly disagree	2	3	4	Strongly agree
■ Gen Y		6.25%	6.25%	47.92%	39.58%
■ Gen X	23.08%		23.08%	23.08%	30.77%
■ Baby Boomer					100%

■ Gen Y ■ Gen X ■ Baby Boomer
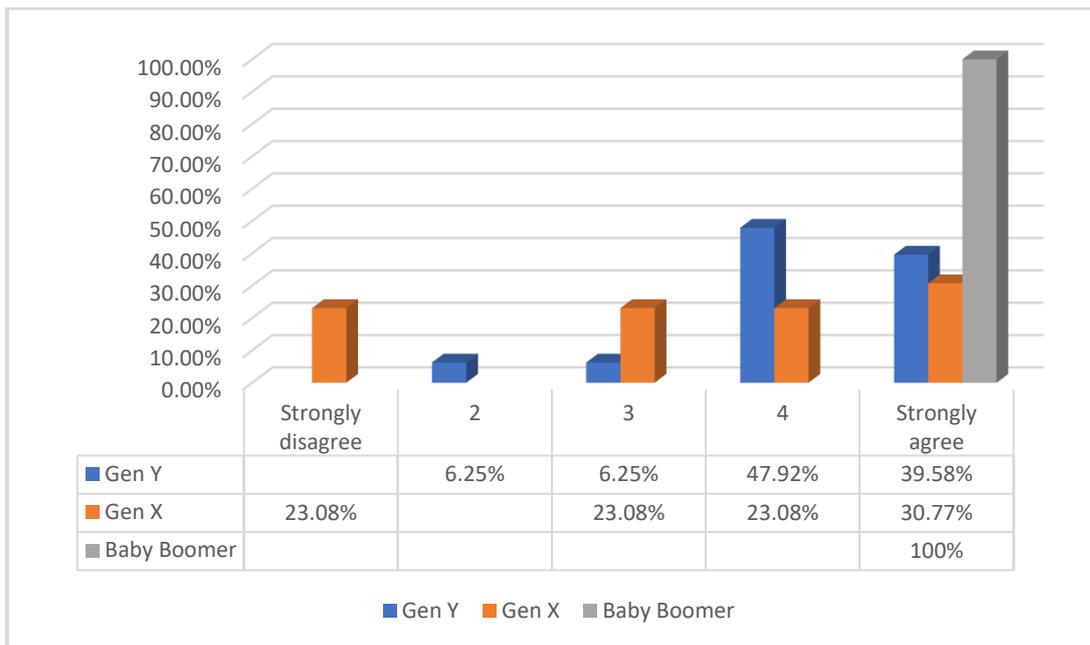
Graph 3 presents the employees' answers regarding the affirmative: 'My level of satisfaction with management affects my daily attendance at work'. 35.42% of Gen Y manager employees strongly agree with this statement. 54% of Gen X manager employees strongly disagreed with the statement and employees supervised by Baby Boomer managers are split evenly between the options: 'disagree' and 'agree'.

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Graph 3 - My level of satisfaction with management affects my daily attendance at work.

	Strongly disagree	2	3	4	Strongly agree
Gen Y	16.67%	16.67%	16.67%	12.50%	35.42%
Gen X	54%	30.77%			11.54%
Baby Boomer		50%		50%	
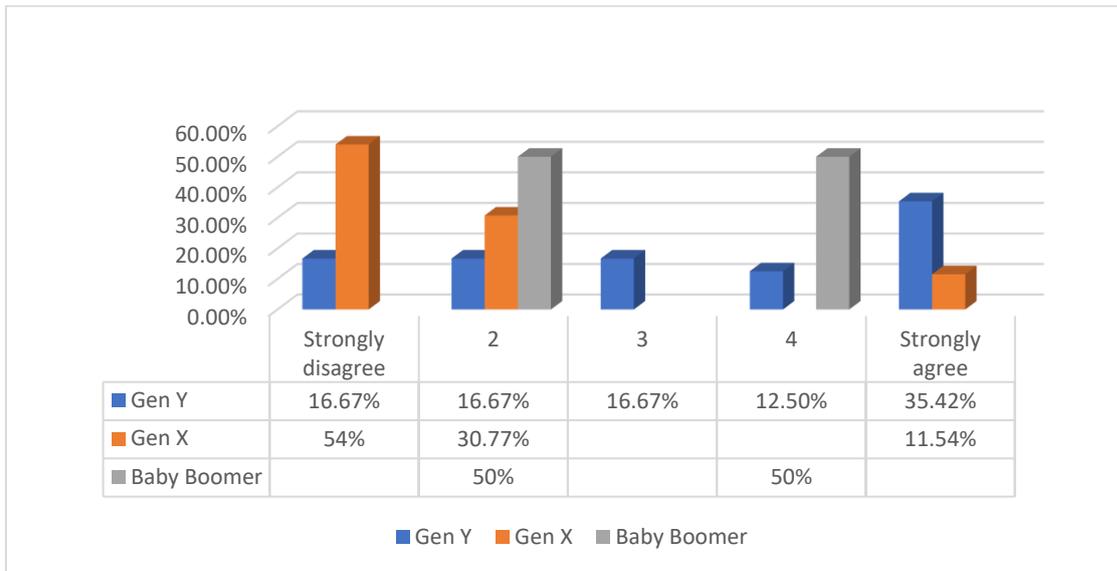
Employees were asked to rate the statement: 'My level of satisfaction with management affects my performance at work'. Graph 4 shows that 47.92% of employees supervised by Gen Y managers agree with the statement. 46.15% of Gen X manager employees disagreed with the statement. Baby Boomer manager employees 50% responded 'neutral/moderate' and 50% responded 'agree'.

Graph 4 - 'My level of satisfaction with management affects my performance at work'

	Strongly disagree	2	3	4	Strongly agree
Gen Y	6.25%		6.25%	47.92%	39.58%
Gen X	12%	46.15%	11.54%		30.77%
Baby Boomer			50%	50%	

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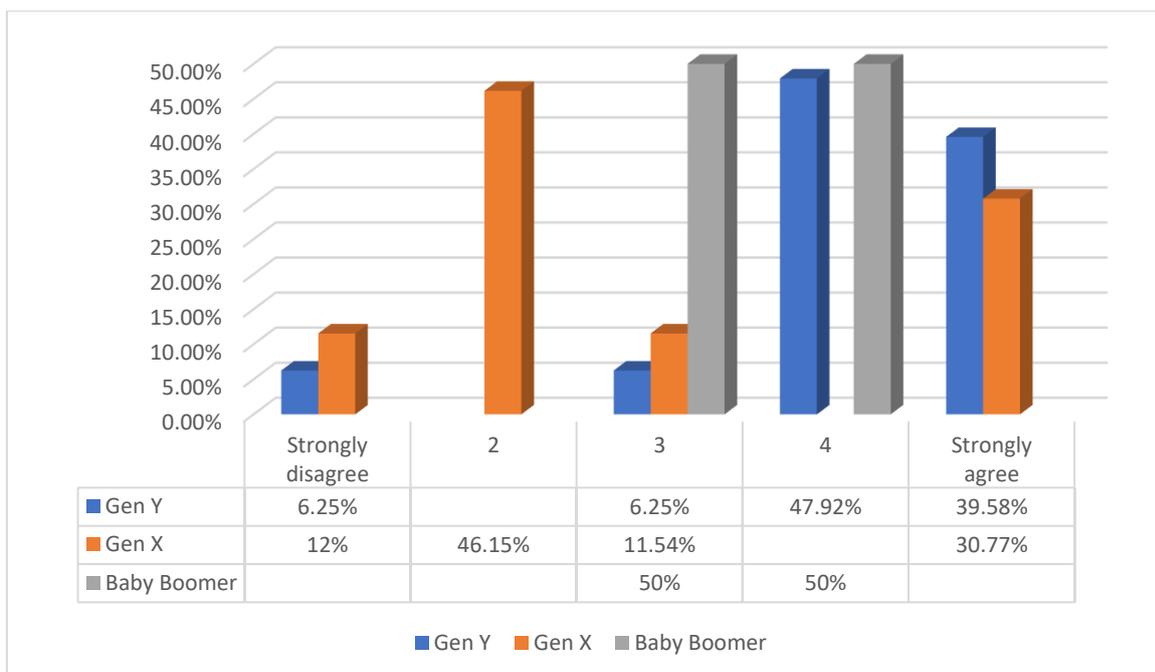
Graph 5 presents the employees' responses to the affirmative: 'If I had a choice, I would prefer another job'. The survey revealed that 77.08% of Gen Y manager employees, would prefer another job. 53.85% of Gen X manager employees, would prefer another job and 100% of Baby Boomer manager employees, answered yes.

Graph 5 - 'If I had a choice, I would prefer another job'.

	YES	NO
■ Gen Y	77.08%	22.92%
■ Gen X	53.85%	46.15%
■ Baby Boomer	100%	

■ Gen Y ■ Gen X ■ Baby Boomer
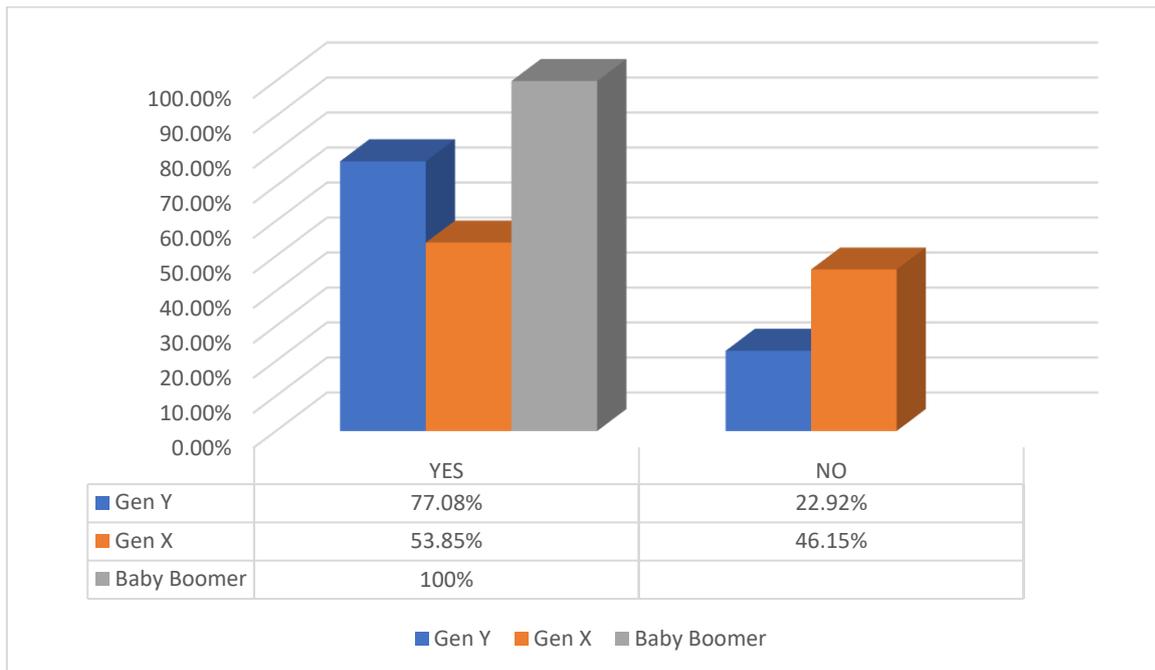
5 FINDINGS: QUESTIONNAIRE RESULTS

After collecting data, it is necessary to organize the information obtained so that it can be analyzed and processed, in order to provide answers to the research question. This chapter will present the findings of this research. These findings will include the conflict management style adopted by generational managers (Gen Y, Gen X and Baby Boomers) in Dublin pubs and what impact this has on employee satisfaction.

The questionnaire was answered by 149 pub workers in Dublin. With 69 working as managers and 80 employees, working in various positions. Bartender, waiter and kitchen porter were the occupations that most prevailed among respondents. It was identified that more than half of the responding employees call themselves female, representing 55.2% of the sample and are predominantly aged between 26 and 30 years, representing 41.4% of the sample.

Regarding the gender status of managers, the study's sample is mostly male, corresponding to 81% of the respondents. Managers were asked which age group they belonged to in order to classify them into Y, X or Baby Boomer generations. Among the 69 respondents, 39 belong to the Y generation, 23 to the X generation and 7 to the Baby Boomer generation. Table 5 presents the respondent managers grouped according to the generation they belong to.

Table 5 - Distribution of managers according to generation.

Generation	Responding managers (69)	%
Gen Y	39	56,53%
Gen X	23	33.33%
Baby Boomer	7	10.14%

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It can be concluded from Table 3 that the sample under study is mostly from Generation Y. It is believed that this occurred because the questionnaires were made available online on social media platforms and Generation Y is more technological than Generation X and Baby Boomers. In this way, it corroborates with the thought of Chirinos (2009) presented in the literature review, when he says that Generation Y is defined by Computer and Internet events and are connected 24/7.

On the other hand, Generation Baby Boomers had the smallest representativeness of the sample, 10.14%. It is believed that this may have occurred for two reasons: first, for the same factor mentioned above that online questionnaires do not reach this generational group, as they are not very technological. And second, because they are no longer so active in managing pubs. The question asked to employees regarding the age group of their managers helps to support this reason, since the age group of 57-76 (baby boomer) was the one with the lowest percentage of 7.5% representing 6 managers out of 80.

Managers' Conflict Management Style

As for the conflict management style of managers, it was found through the results obtained from the questionnaire, that managers adopt various management styles. This corroborates Sample (2008) when she says that conflict management styles can vary according to the conflict scenario. However, the survey showed that managers from the three generations have the collaborating style as predominant.

Table 6 presents the managers' avarage score, distributed according to the belonging generation and management styles. The scores were obtained according to the method used to measure the results of the Rahim Organizational Conflict Inventory – II (ROCI – II). The scale questions ranged from 1 to 5, strongly disagree to strongly agree accordingly. The degree in which they

were answered was added and the total divided by the number of respondents from each generation. The higher the style score, the higher your frequency in using it.

Table 6 - Average Score of management styles according to generations.

Generation	Collaborating Style	Accommodating Style	Competing Style	Avoiding Style	Compromising Style
Y	31.46	21.36	16.67	21.59	14.87
X	31.00	19.70	12.17	19.96	16.35
Baby Boomer	30.29	19.00	12.43	14.14	16.29

By observing Table 6, it is identified that the *collaborating* style has very similar scores among the three generations. It is also observed that managers of generations Y and X adopt the *avoiding* style as the second most practiced conflict management style. As for managers of the Baby Boomer generation, the *accommodating* style came in second. The survey revealed that the management styles least adopted by managers from generation Y was *compromising* and for managers from generation X and Baby Boomer it was *competing*.

In summary, Generation Y managers follow an order of preference of conflict management styles, with collaborating being the most adopted, followed by avoiding, accommodating, competing and lastly compromising. Generation X managers preferentially adopt collaborating, followed by avoiding, accommodating, compromising and competing. And finally, the Baby Boomer generation managers first adopt the collaborating style, followed by the accommodating, compromising, avoiding and competing style. As shown in the Table 7.

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Table 7 - Conflict management styles according to generation preference.

Gen Y	Collaborating	Avoiding	Accommodating	Competing	Coompromising
Gen X	Collaborating	Avoiding	Accommodating	Compromising	Competing
Baby Boomer	Collaborating	Accommodating	Compromising	Avoiding	Competing

Employee Satisfaction

With regard to employee satisfaction, the survey identified that out of the 80 responding employees, 55 would change jobs if given the chance, representing 69% of the sample. However, it is necessary to assess the satisfaction of employees related to the supervision of generational managers, in order to achieve the proposed objective of the research.

Below are tables summarizing what was found through key questions to achieve these results. The responses of employees who answered scales of 1 – 5 from the questionnaire (strongly disagree – strongly agree) were condensed into just 3 scales to facilitate the understanding of the data.

Table 8 - I am satisfied with the way my manager resolves internal conflicts

	Strongly disagree and Disagree	*Neutral/Moderate*	*Strongly agree and Agree*
Gen Y	58.34%	16.67%	25%
Gen X	23.08%	30.77%	46.16%
Baby Boomer		50%	50%

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Table 9 -The way my manager resolves conflicts influences my level of job satisfaction

	Strongly disagree and Disagree	Neutral/Moderate	Strongly agree and Agree
Gen Y	6.25%	6.25%	87.8%
Gen X		23.08%	53.85%
Baby Boomer			100%

Table 10 -My level of satisfaction with management affects my daily attendance at work

	Strongly disagree and Disagree	Neutral/Moderate	Strongly agree and Agree
Gen Y	33.34%	16.67%	47.92%
Gen X	89.77%		11.54%
Baby Boomer	50%		50%

Table 11 - My level of satisfaction with management affects my performance at work

	Strongly disagree and Disagree	Neutral/Moderate	Strongly agree and Agree
Gen Y	6.25%	6.25%	87.5%
Gen X	58.15%	11.54%	30.77%
Baby Boomer		50%	50%

Through the questions: 'What is your manager's age group' and 'How would you describe the way your manager handles conflicts at work', the conflict management mode of each generation was found, according to the employees' view. As shown in the following tables:

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Table 12 - Employees' view of the conflict management style of generational managers – Generation Y.

Gen Y					
Management Style	Competing	Compromising	Collaborating	Avoiding	Accommodating
Percentage	35.42%	29.17%	22.92%	12.5%	0%

Table 13 - Employees' view of the conflict management style of generational managers – Generation X.

Gen X					
Management Style	Competing	Compromising	Collaborating	Avoiding	Accommodating
Percentage	30.77%	23.08%	23.08%	11.54%	11.54%

Table 14 - Employees' view of the conflict management style of generational managers – Baby Boomer Generation.

Baby Boomer					
Management Style	Competing	Compromising	Collaborating	Avoiding	Accommodating
Percentage	50%	50%	0%	0%	0%

In the questionnaire, it was decided not to put the name of conflict management styles in the answer options, so as not to run the risk of respondents not understanding its meaning. Therefore, the questionnaire only showed the predominant characteristics of each style as defined by ROCI-II. They were used as follows: Taking Advantage of the power (Competing); With Dialogue (Compromising); Mediating (Collaborating); Avoiding talking about (Avoiding); Make concessions (Accommodating).

6   DISCUSSION

Discussion of results is a fundamental step in any research process; as it allows to highlight, discuss and compare the most significant data obtained during the investigation. Data were collected through a questionnaire based on the ROCI-II model. It was answered by 149 pub workers. 80 in the staff position and 69 in the managerial position. The research is descriptive, which for Carmo and Ferreira (1998, p. 213) "implies to study, understand and explain the current situation of the object of investigation".

In order to provide clear and easy-to-understand content, this chapter is structured according to the specific objectives described in the introduction and presents a comparison between the collected primary data and the literature review previously presented. With the general objective to analyse the conflict management styles adopted by generational managers (Gen 'Y', 'X' and 'Baby Boomer') and how does this impact on employee satisfaction.

6.1   Objective 1 - Identify the behaviour of 'Y', 'X' and 'baby boomers' generation managers in the face of conflict management in Dublin pubs

To carry out this investigation, as mentioned, he ROCI-II questionnaire was used, which adopts the Likert scale as an answer option. The Likert scale "consists of a series of statements that express a point of view on a topic" (Fortin, Filion, & Côté, 2009, p.389). The use of this scale made it possible to identify the behaviour of managers in relation to conflict management.

The scales present five categories of possible answers, ranging from 'strongly disagree' to 'strongly agree'. The degree of agreement answered for each question was added and the raw total divided by the number of respondents from each generation. The higher the style score, the

higher your frequency in using it. The table below presents the scores obtained from each generation.

Generation	Collaborating Style	Accommodating Style	Competing Style	Avoiding Style	Compromising Style
Y	31.46	21.36	16.67	21.59	14.87
X	31.00	19.70	12.17	19.96	16.35
Baby Boomer	30.29	19.00	12.43	14.14	16.29

The research showed that generation Y, X and baby boomer managers primarily adopt the same *collaborating* style of conflict management. According to Miller (2014), who has this style face the conflict directly and tends to focus on conflict resolution in an integrative way. It is characterized by the use of creativity to solve problems, so that it meets its own needs and those of the other individuals involved. They are managers who adopt a frank and open attitude towards conflicts. And establish clear communication between the parties.

When analyzing in order of preference of use of management styles, the research pointed out some differences according to generations.

Gen Y	Collaborating	Avoiding	Accommodating	Competing	Coompromising
Gen X	Collaborating	Avoiding	Accommodating	Compromising	Competing
Baby Boomer	Collaborating	Accommodating	Compromising	Avoiding	Competing

Generation Y and X managers have very similar conflict management behaviours. When they don't adopt a collaborating style, they opt for the *avoiding* style, which according to Kaimenyi (2014) is the opposite of the collaborating style. The presented literature indicates that this style

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has a low concern with itself and with the other parties involved in the conflict. Adopting quitting behaviours or ignoring certain situations that are less relevant to the conflict in general. For Rahim, Antonioni & Psenicka (2001), individuals who use this style of avoidance end up ignoring the conflict itself.

The research pointed out that the Y and X generations differ in terms of the least adopted styles. Gen Y managers rarely use the compromising style, characterized by making both parties give up on something at the time of negotiation so that an agreement can be reached (Yuan 2010). And Gen X managers rarely use the competing style. Which, according to Kaimenyi (2014), is a style that seeks its goals at the expense of the other party, using the power of the position you occupy in order to get what you want.

For baby boomer managers, the survey showed that after the collaborating style of conflict management, they adopt an *accommodating* posture. In the view of Window (2020), it is a style characterized by adopting an empathetic posture, having a high concern with the needs of other parties and a low concern with oneself. Seymour (1993) complements the previously exposed line of reasoning, stating that the accommodating style represents the opposite of the competing style, as it is represented by self-sacrifice. Corroborating the result of the research that presents the competing style as the least adopted behaviour by baby boomer managers.

6.2   Objective 2 - Compare conflict management styles of different generations of managers

As highlighted in objective 1, the research identified that different generations adopted the same style of conflict management. It can be said that it was an interesting result since the literature presents distinct characteristics among the three generations. Another interesting point was the predominant management styles adopted by respondents. As, for example, in the case of

Generation Y and X that adopt the collaborating style followed by avoiding, since they are from totally opposite conflict management styles.

According to Sample (2008) the same person can use all five conflict management styles. However, most people adopt the styles that are more in line with their personal predispositions and/or requirements of the context of the conflict in question. To better understand the apparent divergences mentioned above, the following table brings together the main characteristics of each generation collected from the literature review and the characteristics of the two most adopted conflict management styles of each generation. It will enable then a comparative analysis between them. It was considered relevant to also analyze the second style of conflict management adopted, given the fact that scores were very similar between them.

Generation	Generation Characteristics	Conflict Management Styles Adopted	
Gen Y	1. Creatives; 2. Motivated by challenges, eager and seek immediate results; 3. Not very experienced in dealing with difficult issues; 4. Intimidated by conflicts; 5. Lack of resilience; 6. Optimistic in difficult situations; 7. Open communication; 8. Tendency to a participative leadership style; 9. Teamwork.	*Collaborating* 1. High concern for the needs of others and themselves; 2. Face the conflict directly; 3. Integrative way to conflict resolution; 4. Creative to solve problems; 5. Frank and clear communication.	*Avoiding* 1. Low concern for themselves and other parties involved in the conflict; 2. Give up or ignore the problem; 3. Opposite of the collaborating style.
Gen X	1. Proactive and creative; 2. Results-oriented; 3. They work with cynicism; 4. Competent and frank; 5. Brutal honesty; 6. Fiercely independent; 7. Not very patient; 9. They tend not to have the skills to deal with people; 10. Leadership of fairness; 11. Provide understanding and development plans.	*Collaborating* 1. High concern for the needs of others and themselves; 2. Face the conflict directly; 3. Integrative way to conflict resolution; 4. Creative to solve problems; 5. Frank and clear communication.	*Avoiding* 1. Low concern for themselves and other parties involved in the conflict; 2. Give up or ignore the problem; 3. Opposite of the collaborating style.
Baby	1. Optimistic; 2. Leadership with heart;	*Collaborating*	*Accommodating*

Boomer	3. Mastery of Leadership Skills 4. Deal with conflicts directly; 5. Practice what to say; 6. Authoritarian and formal management; 7. Ethical and responsible management capacity; 8. Team orientation; 9. Personal gratification; 10. Believe in participatory leadership style, however, they have difficulty to implementing it; 11.Poor ability to understand, listen, communicate, motivate and delegate; 12.Uncomfortable with conflict with those who see things differently than they do.	1. High concern for the needs of others and themselves; 2. Face the conflict directly; 3. Integrative way to conflict resolution; 4. Creative to solve problems; 5. Frank and clear communication.	1. High concern for the needs of others and low concern for yourself; 2. Empathic; 3. Makes concessions; 4. Opposite of competing.

Made by author (Chirinos 2009; Miller 2014; Seymour 1993; Kaimenyi 2014; Salahuddin 2011; Lombardia, Stein and Pin 2008; Lasheras and Jiménez 2012; Melo, Faria and Lopes 2019).

As you can see in the table above, Gen Y has many characteristics similar to those who adopt the collaborating style. They are creative and optimistic in the face of conflicts, but in very difficult situations they feel intimidated and lack resilience. Therefore, it is believed that it is at these times that Gen Y managers can adopt a posture of avoidance.

As for Gen X, the literature pointed out that generation X managers have characteristics of fair leadership, provide understanding and development plans, similar to the collaborating style. However, no similarities with the avoiding style were found in the literature review, but with the competing style, which is a more result-oriented style, focused on their own interests and which in some situations uses the power of position. Perhaps this choice is the result of past experiences in the management of conflicts in pubs, which over time the need to adopt another style was presented. Such analysis may be a reason for further research, in order to discover the reasons that drive Generation X managers to opt for the avoiding style of conflict management.

Finally, the Baby Boomer generation has characteristics of dealing with conflict directly and they believe in a participative and integrated management as per the collaborating style. However, they find it difficult to implement participative management and adopt an authoritarian posture, with poor listening and communication skills. On the other hand, they often use their hearts to lead, adopting a posture of empathy and compromise that is characteristic of the accommodating style. That is the second style adopted by them to manage conflicts.

6.3   Objective 3 - Assess employee satisfactions in relation to perceived management styles

Through questions aimed at examples of job satisfaction, it is possible to assess and get a sense of the level of satisfaction of pubs staff in Dublin. Of the 80 employees who participated in this survey, 55 responded that they would prefer to change jobs if they had the chance. In this way, presenting signs of dissatisfaction, as according to Locke (1969) job satisfaction is conceived as the result according to the employee's evaluation of their work, or even the achievement of their values through this work activity.

As the general objective of the research proposes to analyze the data in a generational way, the answered questionnaires were categorized according to the age of the responding employees' managers in order to assess the employees' satisfaction according to generational management. Of the 80 participating employees, 48 are supervised by Generation Y managers, 26 are supervised by Generation X managers, and 6 are from the Baby Boomers. Below are the results obtained from the satisfaction questions, separated by generation.

As shown in the table below, more than half of the employees (58.34%) supervised by Gen Y managers demonstrated to be dissatisfied with the way managers resolve conflicts. While more than 45% of employees supervised by Generation X and baby boomers were satisfied.

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I am satisfied with the way my manager resolves internal conflicts

Grau de concordancia -	*Strongly disagree and Disagree*	*Neutral/Moderate*	*Strongly agree and Agree*
Gen Y	58.34%	16.67%	25%
Gen X	23.08%	30.77%	46.16%
Baby Boomer		50%	50%

As seen in the table below, more than half of the employees supervised by the 3 generations agree that the way managers manage conflict influences their job satisfaction. The baby boomers were unanimous in this agreement.

The way my manager resolves conflicts influences my level of job satisfaction

Grau de concordancia	*Strongly disagree and Disagree*	*Neutral/Moderate*	*Strongly agree and Agree*
Gen Y	6.25%	6.25%	87.8%
Gen X		23.08%	53.85%
Baby Boomer			100%

Almost 50% of employees supervised by Gen Y managers agree that the level of satisfaction with management affects their presence at work. While nearly 90% of those supervised by Gen X managers disagree. The employees who have baby boomer managers were split between the options agree and disagree.

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My level of satisfaction with management affects my daily attendance at work

	Strongly disagree and Disagree	*Neutral/Moderate*	*Strongly agree and Agree*
Gen Y	33.34%	16.67%	47.92%
Gen X	89.77%		11.54%
Baby Boomer	50%		50%

Almost 90% of employees supervised by Gen Y managers feel that their performance at work is affected by their superiors management style. Followed by 50% of those supervised by Baby Boomers while more than half (58.15%) of X managers' employees disagreed with this relationship.

My level of satisfaction with management affects my performance at work

	Strongly disagree and Disagree	*Neutral/Moderate*	*Strongly agree and Agree*
Gen Y	6.25%	6.25%	87.5%
Gen X	58.15%	11.54%	30.77%
Baby Boomer		50%	50%

For better data visualization, the results are centralized by each generation. As it can be seen in the table below, the employees supervised by managers Y, dissipates greater than the others. 58.34% said they are dissatisfied with the conflict management style of their superiors and 87.50% think it has affected their performance on a daily basis.

Gen Y Managers' Subordinates			
Affirmative Questions	*Strongly disagree and Disagree*	*Neutral/Moderate*	*Strongly agree and Agree*
I am satisfied with the way my manager resolves internal conflicts	58.34%	16.67%	25%

	6.25%	6.25%	87.8%
The way my manager resolves conflicts influences my level of job satisfaction	6.25%	6.25%	87.8%
My level of satisfaction with management affects my daily attendance at work	33.34%	16.67%	47.92%
My level of satisfaction with management affects my performance at work	6.25%	6.25%	87.5%

Employees from the Gen X agree that management styles influence job satisfaction, however

they demonstrate that they are satisfied with the management style of their managers and do not

feel that their attendance at work and work performance are affecting them in a negative way.

Gen X Managers' Subordinates			
Affirmative Questions	*Strongly disagree and Disagree*	*Neutral/Moderate*	*Strongly agree and Agree*
I am satisfied with the way my manager resolves internal conflicts	23.08%	30.77%	46.16%
The way my manager resolves conflicts influences my level of job satisfaction		23.08%	53.85%
My level of satisfaction with management affects my daily attendance at work	89.77%		11.54%
My level of satisfaction with management affects my performance at work	58.15%	11.54%	30.77%

Baby boomers have very similar responses to the employees supervised by Managers X,

differing in relation to the effect that their superiors' conflict management has on their

performance at work. They believe that this has negatively affected.

Baby Boomers' Subordinates			
Affirmative Questions	*Strongly disagree and Disagree*	*Neutral/Moderate*	*Strongly agree and Agree*
I am satisfied with the way my manager		50%	50%

resolves internal conflicts			
The way my manager resolves conflicts influences my level of job satisfaction			100%
My level of satisfaction with management affects my daily attendance at work	50%		50%
My level of satisfaction with management affects my performance at work		50%	50%

By asking employees how they classify the managers' way of managing conflict, the survey showed different results between the employees' and the managers' responses. Gen Y managers' employees defined their managers' conflict management style as 'competing' followed by 'compromising'. While the survey pointed out through the responses of the managers, a collaborating and avoiding style.

Generation X employee managers defined their managers as 'competing'; and 'collaborating' and 'compromising' in second place. It is more similar to the result obtained by the managers regarding the collaborative style.

And finally, the baby boomer generation also showed differences in the classification of styles. 'Competiting' and 'compromising' according to the employees' vision, while 'collaborating' and 'accommodating' by managers. It is noteworthy that the styles appointed by the managers are more accurate results, since 28 items from the ROCI-II questionnaire were used to identify them. However, further research is suggested in order to understand this divergence.

Generations	Conflict Management Style		
	Employees' Vision		Managers' Vision
Gen Y	Competing Compromising	35.42% 29.17%	Collaborating Avoinding

Gen X	Competing Collaborating Compromising	30.77% 23.08% 23.08%	Collaborating Avoiding Accommodating
Baby Boomer	Competing Compromising	50.00% 50.00%	Collaborating Accommodating

7 CONCLUSION

The Irish are famous for their drinks and it is most likely possible to find a pub in every part of Ireland, after all, Ireland has over 7,000 pubs, and 700 are in Dublin. The pubs, in addition to being an attraction for tourists and city dwellers, have a very relevant economic and social contribution for the country, employing 92,000 people.

However, one of the ways to keep the sector firm and in constant development, is to maintain efficient management. Conflict management is a challenge present in every organization and it is

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no different for pub managers. It was then that the interest in developing this investigation on the theme of conflict management adopted by managers of pubs in Dublin arose.

It was also intended to understand if there would be differences between generations in the face of conflict management and if there would be any relationship in the satisfaction of employees. Therefore, the general objective of the research was: to analyze the conflict management styles adopted by managers from different generations ('Y', 'X' and 'baby boomer' generations) in Dublin Public Houses (pubs) and their influence on employee satisfaction.

The research explored the review literature in order to understand the differences between the Y, X and baby boomer generations and used the application of questionnaires to identify the conflict management style preferred by each generation.

The results obtained show that although the generations have significant age differences, and have distinct backgrounds and characteristics, the conflict management styles adopted by pub managers were very similar. The *collaborating* style was the most adopted by the three generations and the *compromising* and the *competing* were the least used styles. This result partly corroborates the literature when portraying the characteristics of the Y, X and Baby Boomers generations.

The collaborating style is associated with clear and effective communication, faces conflict directly, has a mediating, is creative, it has professional posture and a high concern for the needs of everyone involved in the conflict. Generation Y resembles this style in the creative aspect. Generation X in fair leadership and Baby Boomers face conflict directly.

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When there is collaboration between the parties involved, the conflict is managed assertively, generating satisfaction. Yet, in the view of the responding employees, their managers do not adopt a *collaborating* style in the first place. According to employees, Generation Y managers adopt the *competing* style, followed by the *compromising* style. Generation X managers adopt the *competing* style, and in the next position a *collaborating* or *compromising* style and the baby boomers *competing* and *compromising*.

According to Locke (1969) job satisfaction is conceived as the result according to the employee's evaluation of their work, or even the achievement of their values through this work activity, which may come to be a positive emotion relating to well-being. Such management styles have influenced employee satisfaction in some way, as more than 68.75% of employees responded that they would change jobs if given the chance.

Employees supervised by Gen X managers agree that management styles influence job satisfaction, however they demonstrated that they are satisfied with their managers' management mode. They do not feel that their attendance and/or their work performance has been negatively affected by their manager's style.

The employees of Baby Boomers managers had very similar responses as the employees of Managers X, differing only with regard to performance at work. For them, their superiors' form of conflict management has affected their daily performance at work.

Employees supervised by managers Y, on the other hand, had a higher rate of dissatisfaction than the others. 58.34% said they were dissatisfied with their superiors' conflict management style and 87.50% responded that this has affected their performance on a daily basis.

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It is known that satisfaction is a complex phenomenon to be measured since job satisfaction is close to a personal state, which can be subjective and dynamic and that, therefore, is undergoing constant changes, whether caused by intrinsic or extrinsic conditions to work and the worker (Fraser, 1996). It is then necessary to investigate this topic further, adopting other instruments such as an observatory, and broadening the focus to all the organization's stakeholders, thus generating more data on job satisfaction.

In conclusion, it is believed that the present research has achieved the proposed objective and has answered in some way the research question: *what are the predominant conflict management styles adopted by generational managers (Gen Y, X and baby boomer) in Dublin pubs and how does this impact on employee satisfaction?* Hopefully this investigation can contribute to the reflection on the importance of knowledge about conflict management styles and that they can be adopted by any generation; stimulating the interest of managers in managing more appropriately and assertively, with concern for employee satisfaction.

8   REFLECTION

During the Dispute Resolution Masters course, I acquired vast knowledge about how important and relevant it is to know how to mediate conflicts and try to seek the best resolution alternatives for those involved. Therefore, given the present research, I was pleased to be able to dive deeper into the topic of conflict management in the workplace. It's a subject that I have a lot of interest in and enjoy learning more about since I have over 10 years of experience in training and employee motivation.

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In order for this research to be carried out, I was required to read extensively on the themes of conflict in the workplace, management styles, generations and employee satisfaction. These readings provided me with a refresher and update on these subjects, contributing to my professional improvement. In addition to the practical benefit of keeping myself up-to-date and developing in the labor market, such readings as well as conducting the research, led me to self-evaluative reflections and questions such as: have I adopted an efficient style of conflict management when I talk to my subordinates, colleagues from work or even friends and family? How can I improve my posture in the face of conflicts? How can I avoid or minimize the negative impacts of conflict? These reflections also propelled me towards personal and social development.

However, "the path is not just strewn with roses". During the research process I came across some aspects that really challenged me. The English language barrier that is still present in me, managing the pressure of delivery time and structuring all the ideas and analysis of the research in a clear and concise way, were constant challenges that I had to deal with, all of which had a medium-level of difficulty. The last point in particular was quite challenging, as the survey had the target audience separated into four subgroups: pub staff, managers from Gen X, Gen Y and Baby Boomers; and it was necessary to analyze them individually.

As a high level of difficulty, I would rate the concerns and anxieties arising from the worldwide pandemic of the new coronavirus. Paired with that, however, there was a situation that there is no way to measure, the experience of mourning. My father passed away near the conclusion of this master's degree and even though we were not so close, it shook me deeply. Several times I found myself not being able to focus or concentrate while writing this thesis, thinking about my father.

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Nevertheless, as the Brazilian writer Paulo Coelho says, "if you just walk on sunny days, you will never reach your destination". Therefore, in the midst of difficult moments and thoughts of giving up, it was necessary to keep walking, or rather, researching, analyzing and writing until reaching this stage of writing this reflection. Finally, I describe my feelings today making a connection with a research theme: *satisfaction for having managed and overcome conflicts* as best I could! Never give up on your dreams.

Thank you!

Elisabete L. Mota

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APPENDIX

A - Survey Question

Conflict Management Styles and the Satisfaction of Public House (Pub) Employee

My name is Elisabete L. Mota, I am a Masters student in Dispute Resolution at Independent College Dublin.

This survey* is part of a study on Conflict Management Styles among Baby Boomer, X and Y Generations, to measure how pub managers in Dublin deal with employee conflicts in the workplace. Identify their management style and how this impacts on the employee satisfaction.

If you work in a pub in Dublin I would like to invite you to participate by answering the following survey. It will be of great importance to the progress of the research and very appreciated. There are no right or wrong answers and it will take around 8 minutes to complete.

You are welcome to contact me at elisabete.adm@hotmail.com if you have any questions, issues, or want to have access to the results.

*adapted from the Rahim Organizational Conflict Inventory–II (ROCI–II).

*Required

Consent Form

Your participation is voluntary, and you are free to withdraw from the questionnaire at any time. The survey is anonymous, and your data will be collated into a larger data set and analyzed at the group rather than the individual level, it is strictly confidential and if published will not be attributable to any individual.

Do you understand and agree to proceed? *

Yes

No

Screening Questions

The following questions aim to identify if the respondent fits the objective of the study.

Do you currently work in a pub in Dublin? *

Yes

No

Do you currently manage a pub in Dublin? *

Yes

No

`

The following questions are only for the participants who answered YES to the previous question, that is, the managers.

Demographic

What is your age group? *

1945 - 1964

1965 - 1976

1977 - 1995

None of the above

What is your gender? *

Female

Male

Prefer not to say

Other:

How long have you been running a pub? *

up to 2 years

between 2 years and 5 years

between 5 years and 10 years

between 10 years and 20 years

above 20 years

Management Styles

Please check the appropriate box after each statement, to indicate how you handle your disagreement or conflict with your subordinates. Try to recall as many recent conflict situations as possible in ranking these statements.

The following response options range from an intensity scale of 1 to 5, where:

1 Strongly disagree

2 Disagree

3 Moderate/neutral

4 Agree

5 Strongly agree

1. I try to investigate an issue with my subordinates to find a solution acceptable to us. *

<div align="center">Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree</div>

2. I generally try to satisfy the needs of my subordinates. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

3. I attempt to avoid being "put on the spot" and try to keep my conflict with my subordinates to myself. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

4. I try to integrate my ideas with those of my subordinates to come up with a decision jointly. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

5. I try to work with my subordinates to find solution to a problem that satisfies our expectations. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

6. I usually avoid open discussion of my differences with my subordinates. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

7. I try to find a middle ground to resolve an impasse. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

8. I use my influence to get my ideas accepted. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

9. I use my authority to make a decision in my favour. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

10. I usually accommodate the wishes of my subordinates. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

11. I give in to the wishes of my subordinates. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

12. I exchange accurate information with my subordinates to solve a problem together. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

13. I usually allow concessions to my subordinates. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

14. I usually propose a middle ground for breaking deadlocks. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

15. I negotiate with my subordinates so that a compromise can be reached. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

16. I try to stay away from disagreement with my subordinates. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

`

17. I avoid an encounter with my subordinates. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

18. I use my expertise to make a decision in my favour. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

19. I often go along with the suggestions of my subordinates. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

20. I use "give and take" so that a compromise can be made. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

21. I am generally firm in pursuing my side of the issue. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

22. I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

23. I collaborate with my subordinates to come up with decisions acceptable to us. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

24. I try to satisfy the expectations of my subordinates. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

25. I sometimes use my power to win a competitive situation. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

26. I try to keep my disagreement with my subordinates to myself in order to avoid hard feelings. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

27. I try to avoid unpleasant exchanges with my subordinates. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

28. I try to work with my subordinates for a proper understanding of a problem. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

The following questions are for participants who answered NO to the question: Do you manage a pub, that is, the employees.

Demographic

`

What is your gender? *

Female

Male

Prefer not to say

Other:

What is your age group? *

18 - 25

26 - 30

31 - 35

+ 35

How long have you been working in a pub in Dublin? *

1 - 6 months

7 - 11 months

1 - 2 years

2 - 3 years

Above 3 years

What is your job role? *

Kitchen porter

Assistant waiter

Barback

Waiter

Bartender

Mixologist

Bar manager

Chef

Security

Other:

What is your work contract type? *

Full-time

Part-time

Early shift

Late shift

Temporary worker

`

Other:

Management Style

If there is more than one Manager, please keep in mind your own Manager/Supervisor

What is your manager's age group? *

Under 26

26-44

45-56

57-76

Above 77

How would you describe the way your manager handles conflicts at work? *

Mediating

Avoid talking about

Taking advantage of the power of position

Making concessions

With dialogue

Other:

Management Styles

Based on your experience, please check the appropriate box after each statement, to indicate how your manager handles conflict. Try to recall as many recent conflict situations as possible in ranking these statements.

The following response options range from an intensity scale of 1 to 5, where:

1 Strongly disagree

2 Disagree

3 Moderate/neutral

4 Agree

5 Strongly agree

My manager tries to resolve conflicts collaboratively, listening to my problems and ideas and being concerned about the needs of everyone involved. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

My manager uses power to get what they want. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

`

My manager generally accepts mine/our suggestions. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

My manager doesn't expose their complaints to subordinates. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

My manager works closely with us to try to better understand conflicts. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

My manager is worried only about their perspective. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

My manager usually looks for alternatives where everyone wins in the end of the conflict. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

My manager let us resolve conflicts among ourselves and avoids getting involved. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

My manager tries to fulfil our expectations. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

My manager tries to find a happy medium to resolve conflicts in the workplace. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

Level of Satisfaction with Management

I am satisfied with the way my manager resolves internal conflicts. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

My manager is accessible to talk about the workplace problems. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

The way my manager resolves conflicts influences my level of job satisfaction. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

My level of satisfaction with management affects my daily attendance at work. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

My level of satisfaction with management affects my performance at work. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

I feel that I have the freedom to express my opinions with my manager. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

My opinions seem to matter to my manager. *

`

I am satisfied with the communication that exists between employees and management. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

Satisfaction factors at work

If I had a choice, I would prefer another job. *

True

False

My job allows me to use a variety of skills I have. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

I participate in the work process from start to finish. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

I feel that the role I perform is important and significant for the company. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

I have autonomy at my job and I can make some decisions on my own. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

My manager tells me when my job needs improvement. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

My manager recognizes my work. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

I can trust my manager. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

I feel valued by my manager. *

Strongly disagree 1 - 2 - 3 - 4 - 5 Strongly agree

`