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The Influence of Generation X and Y Employees on Modern Cities

Abstract: The employee profile in the business world is becoming increasingly diverse. This change shows that the working population structure of cities has also diversified. The entry of different generation members into business life may mean that they have different perspectives and expectations for the organisations they work for. The main aim of the paper is to investigate the importance of the influence of the characteristics of Generation X and Y employees on professional and urban life. From this perspective, a study was carried out on 235 white-collar employees working in service, sales and marketing businesses in the private sector in Istanbul in order to investigate the effects of Generation X and Y employee characteristics on working and urban life. The data were obtained in the course of a quantitative study carried out by means of an interview questionnaire using the CAPI (Computer Assisted Personal Interview) technique. According to the literature, the entry of different generation members into business life means that they have different perspectives and expectations for the organisations and cities they work for. However, our research shows the completely opposite view that members of different generations do not have different characteristics and expectations.

Keywords: cities, urban workforce, organisational culture, organisational identification, Generation X, Generation Y

Jel: A13, M21, 00, M0

1. Introduction

The globalising world and the increasingly competitive environment result in the growing importance of human resources, which are the most valuable assets of organisations and modern cities (Kianto, Saenz, Aramburu 2017: 13; El-Kassar, Singh, 2019: 490). The modern city concept may be defined as an integrated system in which human and social capital heavily interact, using technology-based solutions (Pieron et al., 2018: 298). In that kind of urban spaces, investments in human and social capital as well as traditional and modern Information and Communication Technology (ICT) fuel sustainable economic growth and a high quality of life, with wise management of natural resources through participatory governance (Coelho et al., 2016: 787–796).

Cities are made up of different generations of people who are their main resource and non-financial capital. Over the years, generation profiles of organisations and cities have been changing and diversifying. The reason for this is that new generations start participating in working life. It is thought that different generations have different expectations and different perspectives on life. Therefore, in today's intensely competitive environment, organisations and city administrators must know the human resources that will allow them to achieve sustainable success. Organisations and city administrators need to develop appropriate methods to enable generations to focus on organisational goals and city development plans (Anholt, 2007: 2; 2013: 2–3; Kam, 2019: 1). Therefore, it is important to implement an appropriate education plan for different generations living in modern cities in order to help achieve the goals set (Lacinák, Ristvej, 2017: 552). The characteristics and expectations of the population structure in cities emerge as a very important factor in terms of economic development and cultural interaction. In particular, the personality traits of Generations X and Y, who are active in business life, may be very effective in attracting investors and making cities attractive places for tourists (Anholt, 2007: 2; Marchina, Drogomyretska, 2014: 39–40).

When an individual is born, he or she becomes part of a specific group of individuals all born within a certain time frame. These time frames, which span over a designated number of years, become the cornerstone for classifying a specific generation (Delahoyde, 2009: 29). When the literature is examined, it can be seen that there are differences of opinion in the classification of generations. Today, there are five generations that are thought to exist in the world. Although these generations are expressed with different names in different sources, the following classifications are known: the Silent Generation (1925–1945), Baby Boomers (1946–1964), Generation X (1965–1980), Generation Y (1981–1995), and Generation Z (1996 and later) (Oblinger, Oblinger, Lippincott, 2005: 66; Mücevher, 2015: 5–7; Kam, 2019: 54). In this study, the generation classification will be discussed on the basis of these names and historical ranges. Generations X and Y, which are considered to be active in working life in modern cities, constitute the main research subject of the study. These generations

are interesting for the authors due to the fact that cities are currently struggling with an aging society. The labour market will soon have a large proportion of the workforce consisting of Generations X and Y. They will be needed in the labour market for a long time in the future. Therefore, cities that have a vision of development and a right local employment policy should be aware of the need to implement various programmes targeted at these generations (Dustmann, Schönberg, Stuhler, 2016: 7).

All cities in the world can be considered as separate organisations. By treating urban centers in this way, a specific organisational culture can be identified there. It arises, among others, as a result of cultivated values, beliefs and habits of residents and decision-makers or entrepreneurs operating within their borders (Yesil, Kaya, 2013: 430–439; Mendoza Moheno, Hernández Calzada and Salazar Hernández, 2016: 90–93). Organisational culture is a mechanism of control and emotion formation that shapes and guides the attitudes and behaviours of the organisation members (Scott-Findlay, Estabrooks, 2006: 499; Seymen, 2008: 45–46). Organisational culture of cities also determines their perception by residents and visitors. It is an incentive or a barrier to, for example, the creation of new investments, the migration of talented employees or the development of universities. Cultural and historical attributes of urban spaces create unique and special areas for local communities and visitors. Culture can also be a special driver for regenerating economic growth; ICT can enable uniqueness and special qualities to be generated as part of a smart culture approach. Governance shapes economic development in cities and ICT needs to be part of the general approach to improving inclusivity while providing the city with opportunities to change; this would be smart governance (Allam, Newman, 2018: 20).

There are various organisational culture structures in the literature. Within the scope of our research, clan, adhocracy, hierarchy, and market cultures in Cameron & Quinn's Competing Values Culture Model will be examined. In short, the following cultural dimensions (Cameron, Quinn, 2006: 41–44) will be covered:

- In organisations with clan culture, shared values and goals are participation, consistency, individualism, and a sense of “we”.
- In organisations with adhocracy culture, there is an environment that may adapt quickly to entrepreneurial, dynamic, creative, and environmental changes.
- In organisations with hierarchy culture, the characteristics of organisational culture are formalised and structured. Organisations' work is controlled by certain methods, leaders who are in an effective position coordinate their organisations in an autocratic way.
- Organisations with market culture do not have central power and authority relations. Instead, the power is transferred from one individual to another or from a task team to another task team, depending on the subject being studied.

Organisational culture directly affects the relations between the organisation and its members or employees. While members who adapt to a given organisational culture are expected to be more efficient working for the organisation,

at the same time, it may be thought that it will be more difficult to achieve efficiency in the case of members who can not adapt. When we approach the subject in terms of the relationship between the organisation and the employee, we may say that organisational culture will directly affect the organisational identification levels of the employees, in other words, a sense of belonging to the organisation. Organisational identification expresses the feeling of solidarity with the organisation, supporting it with attitudes and behaviours, and perceiving the distinctive features shared by the organisation's employees (Miller et al., 2000: 629; Ge, Su, Zhou, 2010: 169; Kam, 2019: 1). The same analogy can be applied to city dwellers. Organisational culture affects relationships and ties between the city and its population. Those residents who identify with a given culture, accept it and adapt to it are more efficient. In this case, efficiency means working in the city, using its services or wanting to spend free time there (Simonofski, Asensio, De Smedt, 2019: 666).

When dealing with the relationship between organisational identification and organisational culture, it is also necessary to take into account the impact of the generations of employees in the organisation. Expectation and perception differences of employees belonging to different generations will affect their organisational behaviour and, accordingly, their organisational identification levels. In short, the values and beliefs of Generation X and Y employees may differ from each other. These differences are thought to be a significant element in the relationship between organisational culture and organisational identification, which also affects the functioning of cities. In this study, based on the direction of scientific research and in the light of theoretical foundations obtained in the literature review, it is predicted that there will be a meaningful and positive relationship between organisational culture (clan, adhocracy, hierarchy, market) and organisational identification. It is thought that there will be a statistically significant difference in perceptions of Generation X and Y employees regarding organisational culture (clan, adhocracy, hierarchy, market) and organisational identification levels.

When the literature is analysed, it can be seen that there is a great deal of research concerning generations (Zemke, Raines, Filipczak, 1999: 1; Washburn, 2000: 1; Oblinger, Oblinger, Lippincott, 2005: 1; Schwarz, 2008: 1; Kam, 2009: 1; Williams, 2010: 1). However, these studies mostly discuss the effects of generations on the working life of their organisations or on tourist activities in cities (Vukic, Kuzmanovic, Kostic Stankovic, 2015: 490; Serçek, Serçek, 2017: 17–18; Kam, 2019: 3) In studies on the relationship between organisational culture and organisational identification concerning Generations X and Y, it can be seen that the main perspective focuses on the effects of generations on the working life in the workplace (Kam, 2019: 1). Considering all these factors, it can be seen that there is a lack of research that reveals the importance of generations in terms of the cities and city administrations they live in and that approaches this issue from a broad perspective. This research is important because it eliminates the gap in the literature and adds a different perspective.

2. Literature Review of Research Topics

When the literature is examined, it can be seen that there are many studies on organisational culture from past to present, such as: Schein (1984), Robbins (1988), Duncan (1989), Moorhead and Griffin (1989), Singh (1990), O'Reilly, Chatman, and Caldwell (1991), Deshpandé, Farley, and Webster (1993), Denison and Mishra (1995), Cameron and Quinn (1999), Alvesson (2002), Glazer, Daniel, and Short (2004), Cameron and Quinn (2006), Scott (2006), Baumgartner and Zielowski (2007), Doğan (2007), Seymen (2008), Esba (2009), Schein (2010), Paternotte and Grose (2012), and Kam (2019).

In the literature, the first study examining organisational identification was written by Tolman (1943). Important studies on organisational identification include: Tolman (1943), Foote (1951), Kelman (1958), Brown (1969), Hall (1971), Tajfel (1978), Turner, Brown, and Tajfel (1979), Cheney (1983), Ashforth and Mael (1989), Van Knippenberg and Van Schie (2000), Karabey and İşcan (2007), Tokgöz and Seymen (2013), and Kam (2019).

In the literature review, it can also be seen that there are various studies on generations. The topic of generation is perceived as one that attracts the attention of researchers. Some of the studies on Generations X and Y are listed below, including: Jurkiewicz and Brown (1998), Kupperschmidt (2000), Washburn (2000), O'Bannon (2001), Hammil (2005), Oblinger and Oblinger (2005), Schwarz (2008), Delahoyde (2009), Daloğlu (2013), Lamm and Meeks (2009), Williams (2010), Ceylan (2014), Kam (2019), Kurt (2019), and Sever (2019).

3. Research Approach – Methodological Issues

The aim of this study is to define the impact of the characteristics of Generation X and Y employees on professional and urban life. For this purpose, the relationship between organisational culture and organisational identification of employees should be defined. It is also important to indicate whether these parameters depend on the generation of employees.

In line with this purpose and problem, the following hypotheses and research questions were adopted.

Hypothesis 1: There is a significant and positive relationship between organisational culture and organisational identification.

Assuming such a hypothesis, one can ask the question if there is a significant and positive relationship between clan culture and organisational identification. The next question explores whether there is a significant and positive relationship between adhocracy culture and organisational identification. Moreover, the question should be raised if there is a significant and positive relationship between hierarchy culture and organisational identification. And finally, it should be asked

whether there is a significant and positive relationship between market culture and organisational identification.

Hypothesis 2: There is a statistically significant difference between perceptions of Generation X and Y employees regarding organisational culture. The following research questions were adopted. Is there a statistically significant difference between the perceptions of Generation X and Y employees regarding clan culture? Is there a statistically significant difference between the perceptions of Generation X and Y employees regarding adhocracy culture? Is there a statistically significant difference between the perceptions of Generation X and Y employees regarding hierarchy culture? Is there a statistically significant difference between perceptions of Generation X and Y employees regarding market culture?

Hypothesis 3: There is a statistically significant difference in the organisational identification levels of Generation X and Y employees. The authors asked the following research questions. Which generation of employees identifies more with the organisation? Can the difference in the identification of employees with the organisation be equalised? Does the difference in the identification of employees with the organisation affect the effectiveness of their work?

The logical arrangement of hypotheses and related research questions is presented in Table 1.

The use of more research questions allowed us to fully define the meaning of the hypotheses. It also enabled a more in-depth exploration of the problems arising from the adopted goal and assumptions.

Table 1. The logic of applied hypotheses and research questions

| Hypotheses | Research questions |
|---|---|
| H1: There is a significant and positive relationship between organisational culture and organisational identification. | <p>Q1: Is there a significant and positive relationship between clan culture and organisational identification?</p> <p>Q2: Is there a significant and positive relationship between adhocracy culture and organisational identification?</p> <p>Q3: Is there a significant and positive relationship between hierarchy culture and organisational identification?</p> <p>Q4: Is there a significant and positive relationship between market culture and organisational identification?</p> |
| H2: There is a statistically significant difference between the perceptions of Generation X and Y employees regarding organisational culture. The following research questions were adopted. | <p>Q5: Is there a statistically significant difference between the perceptions of Generation X and Y employees regarding clan culture?</p> <p>Q6: Is there a statistically significant difference between the perceptions of Generation X and Y employees regarding adhocracy culture?</p> <p>Q7: Is there a statistically significant difference between the perceptions of Generation X and Y employees regarding hierarchy culture?</p> <p>Q8: Is there a statistically significant difference between the perceptions of Generation X and Y employees regarding market culture?</p> |

| Hypotheses | Research questions |
|--|---|
| <p>H3: There is a statistically significant difference in the organisational identification levels of Generation X and Y employees.</p> | <p>Q9: Which generation of employees identifies more with the organisation?</p> <p>Q10: Can the difference in the identification of employees with the organisation be equalised?</p> <p>Q11: Does the difference in the identification of employees with the organisation affect the effectiveness of their work?</p> |

Source: own elaboration

3.1. The Importance of Research

The subject of generation is a current issue in the literature. By determining the characteristics of Generation X and Y employees working in organisations and creating organisational practices by taking these properties into consideration, the organisational identification levels of employees will increase considerably. When the literature is examined, the relationship between organisational culture and organisational identification becomes increasingly significant. The presented study is important because its results indicate the opposite findings to the general perception that different generations have different perspectives and features. The research is also important as it offers a different idea for new studies concerning generations due to the fact that the study sample includes various lines of business in the private sector. In addition, the study draws attention to how important different generations are for the future of cities, as the population structure plays a key role in the urban economic and cultural development. Generations X and Y are generations active in working life. That is why it is imperative for city administrators to know the effects of different generation features.

3.2. Research Assumptions

The research is based on the assumption that Generation X consists of people born between 1965–1980 and Generation Y of people born between 1981–1995. The data collection tools used in the research are assumed to accurately measure the properties intended to be measured. Within the scope of the research, it is assumed that the data collection form addressed to the employees of the organisation is answered in a sincere and honest manner.

3.3. Research Limitations

The following limitations exist in this research. An important limitation of our research is the non-representative sample which does not allow us to generalise the results for the entire population of the city's employees. Research data are limited

to the region where data were collected. The variables obtained as a result of the research are limited by the reliability and validity dimensions of the measurement tools used. All types of organisational culture in the literature may be included in the scope of organisational culture. However, in the study, organisational culture is limited to clan, adhocracy, market and hierarchy cultures in Cameron and Quinn's Competitive Values Model. The limitation stemming from the fact that all studies in the field of social sciences are based on empirical research is also included in this research. Due to time and financial difficulties, the sample size was limited to 235 people. Another limitation is also a low level of employment diversity in the studied sectors.

3.4. Sample Characteristics

The study sample consists of 235 white collar employees working in service, sales and marketing businesses operating in the private sector in Istanbul. Among the 235 white-collar employees that constitute the sample of the study, 21 people are in the age range of 18–23 (Generation Z), 175 people are in the age range of 24–38 (Generation Y), and 39 people are in the range of 39–54 (Generation X).

The average time worked by the surveyed employees in their businesses is 4.3 years. When we look at the gender characteristics of the employees, the breakdown is as follows: 62.1% ($n = 146$) men and 37.9% ($n = 89$) women, while in the case of the marital status of the employees: married 41.3% ($n = 97$) and single 58.7% ($n = 138$). The education level is as follows: high school 19.6% ($n = 46$), vocational school 11.5% ($n = 27$), bachelor 49.4% ($n = 116$), and master 19.6% ($n = 46$).

3.5. Data Collection Tools and Techniques

In the study, the data were collected using a questionnaire consisting of three parts. In the first part, questions about determining the demographic characteristics of the participants are included. The generation of the employees was measured with the age division, which is one of the demographic features. In the second section, the Organisational Identification Scale, and in the third section, Cameron & Quinn's Competing Values Culture Model Scale is included. Before proceeding to the data collection phase of the research, a pilot study covering 30 people was conducted to determine the readability and understandability of the survey. This goal was achieved in the following stages that are presented in Figure 1.

This logical structure helps in providing multi-dimensional answers to the questions contained in the main objective of the planned research. The answers will be theoretical and applicational by nature. This allows us to precisely operationalise the research process which, consequently, will improve the accuracy of final outcomes.

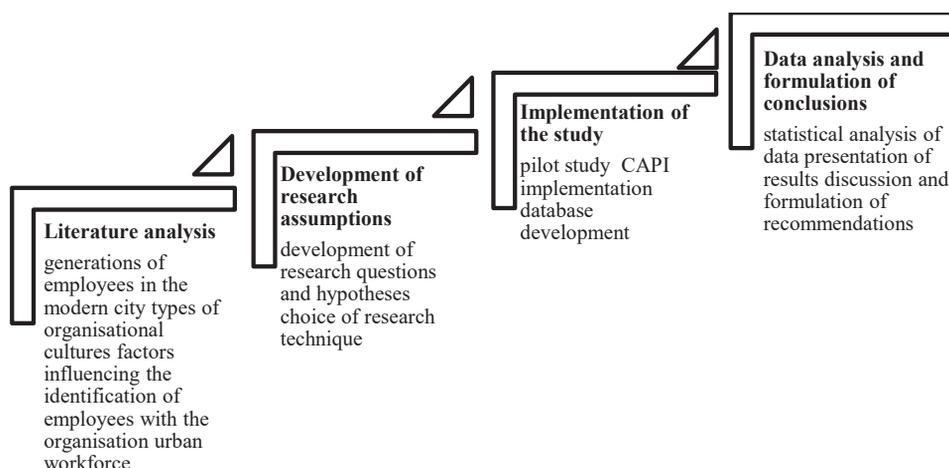


Figure 1 Research Stages

Source: own elaboration

3.6. Scales Used in the Research

The study combines the organisational culture scales known from the literature proposed by: Quinn (1988), Cameron, Freeman, and Mishra (1991), Deshpandé, Farley and Webster (1993). Based on this combined Organisational Culture Scale, consisting of sixteen questions and four organisational cultures (clan, adhocracy, hierarchy, and market), related dimensions are used. The cultural dimensions of the scale, along with clan, adhocracy, hierarchy and market culture types, are an important element in our research model.

When the literature is examined, the scale proposed by Ashforth and Meal (1992) is one of the most used scales to measure organisational identification. Hence, in this research, the organisational identification scale developed by Ashforth and Meal (1992) is used to measure organisational identification. The reason for this is that the questions forming the scale are simple, short, and understandable. In addition, it was preferred by the researchers much more than other organisational identification scales in the literature.

3.7. Confirmatory Factor Analysis

Confirmatory factor analyses were conducted to test the organisational culture (clan, adhocracy, hierarchy, and market) and the organisational identification scales used in the study, and the values obtained as a result of the analysis were compared with the fit indexes in the literature. The Organisational Culture Scale consists

of four factors: clan, adhocracy, hierarchy, and market. The Organisational Identification Scale has a single factor structure.

Confirmatory factor analysis results regarding the Organisational Culture Scale (clan, adhocracy, hierarchy and market) are shown in the figure below.

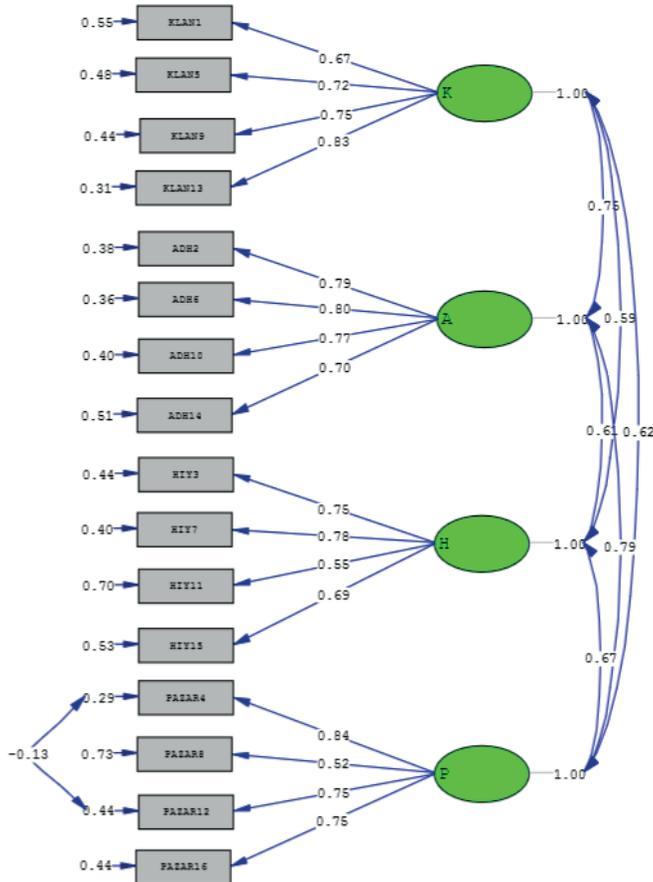


Figure 2. Confirmatory Factor Analysis of the Organisational Culture Scale
Source: own research

Table 2. Confirmatory Factor Analysis Results of the Organisational Culture Scale

| χ^2 | Sd | <i>p</i> | χ^2/sd | RMSEA | NFI | NNFI | CFI | GFI | AGFI | IFI |
|----------|----|----------------|-------------|-------|------|------|------|------|------|------|
| 155.68 | 97 | <i>p</i> < .05 | 1.61 | 0.051 | 0.97 | 0.98 | 0.99 | 0.92 | 0.89 | 0.99 |

Source: own research

Considering all the values related to model data fit, it can be seen that the established model closely matches the data. These findings reveal that the factor

structure of the Organisational Culture Scale is verified in the data obtained, and therefore the scale has structural validity.

In the study, the Organisational Identification Scale was tested with one-factor Confirmatory Factor Analysis (CFA) in terms of model-data fit. The fit values for this model are shown in the figure below.

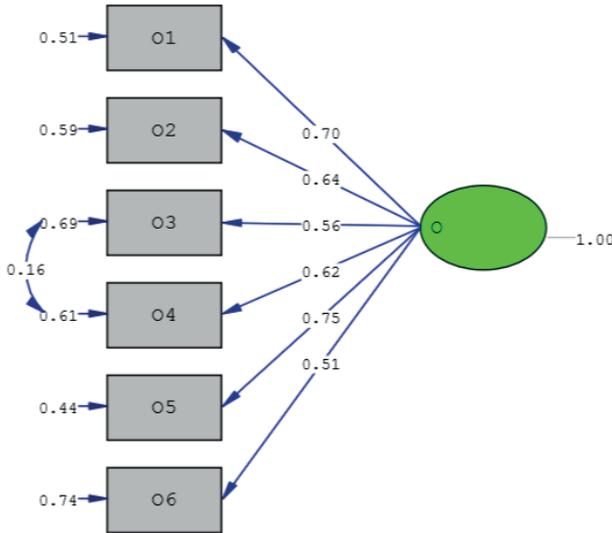


Figure 3 Confirmatory Factor Analysis of the Organisational Identification Scale

Source: own research

Table 3. Organisational Identification Factor Analysis Results

| χ^2 | Sd | <i>p</i> | χ^2/sd | RMSEA | NFI | NNFI | CFI | GFI | AGFI | IFI |
|----------|----|----------------|-------------|-------|------|------|------|------|------|------|
| 12.79 | 8 | <i>p</i> < .05 | 1.60 | 0.051 | 0.98 | 0.99 | 0.99 | 0.98 | 0.95 | 0.99 |

Source: own research

Considering all the values related to model data fit, it can be seen that the model established fits well with the data. These findings reveal that the factor structure of the Organisational Identification Scale is verified in the obtained data, and therefore the scale has structural validity.

In addition, due to the use of the self-assessment method in the study, there is a possibility of finding common method variance tendency regarding organisational culture and organisational identification variables since the same scale is evaluated in the same time period and by the same people. One of the most popular methods of determining the existence of a common method variance trend is Harman’s single factor test (Bolat, 2011: 260–261). In this context, a total of 22 statements related to the two variables in the study were included in the non-cyclic factor analysis. As a result of the analysis, a total of four dimensions with

eigenvalues greater than 1 were determined. The four dimensions determined explain respectively 58.4%, 36.7%, 9.6%, 6.6% and 5.5% of the total variance. Based on these values, it can be seen that there is no common method variance trend in the study.

In order to measure the reliability level of organisational culture and organisational identification scales, CR values were tested and this value was measured as 0.911 for the Organisational Culture Scale and 0.802 for the Organisational Identification Scale. These values show that the scales have a sufficient level of reliability.

When the literature is examined, the year intervals used as the research scale for Generation X are as follows: the years 1965–1978, 1961–1980, 1965–1979, and 1965–1980. The year intervals used as the research scale for Generation Y are as follows: the years 1981–1995, 1981–2000, 1979–2001, and 1982–2004. As a result of the examinations, it is thought to be more appropriate to use for measuring Generations X and Y the following years: Generation X, 1965–1980, and Generation Y, 1981–1995. The above-presented argument is shown in Figure 2.

3.8. Theoretical Foundations of Research Topics

The relations between the topics explored in the research are based on theoretical foundations. In order to strengthen the theoretical connection, it was examined whether there were studies in the literature that analysed the research topics together. The research model was created as a result of those examinations.

3.9. Organisational Culture and Organisational Identification

In the study, the Social Identity Theory constitutes the theoretical basis of the relationship between organisational culture and organisational identification. Organisational culture is an important factor affecting the degree of identification of employees with the organisation. When approaching this relationship in terms of Social Identity Theory, the harmony of the existing values of cities with the values that make up the social identity of city dwellers is about the elements that make up their organisational culture. The strength or weakness of a given organisational culture determines the level of identification of city dwellers with their city. A strong city culture will strengthen the individual's bond with the city. As a result of the integration of social identity with the city, it will lead to organisational identification with the city (Ashforth, Mael, 1989: 20–21; Köse, 2009: 8–9; Özkalp, 2013: 109–110; Özgözü, 2016: 582; Korkmaz, Aydemir, Uysal, 2017: 63).

When considering the elements that make up organisational culture by considering cities as separate organisations, we see such elements as social institutions,

religion, language, moral rules, education, folklore, celebrations, etc. emerge. The level of internalisation of these elements by the individuals who are members of the organisation with their personal identities and social identities constitute the organisational identification level of the individuals (Ashforth, Mael, 1989: 20–21; Aydıntan, 2005: 154; Köse, 2009: 8–9; Ge, Su, Zhou, 2010: 169). Considering all these factors, we may conclude that there is a significant relationship between organisational culture and organisational identification. A study conducted by Özgözü (2016) on teachers in public and private primary schools and a study conducted by Korkmaz, Aydemir and Uysal (2017) on people working in a private company in the energy sector indicate that there is a significant and positive relationship between organisational culture and organisational identification.

3.10. Organisational Culture and Generation X and Y Characteristics

In the study, the Multi-Generation Theory constitutes the theoretical basis of organisational culture and the relationship between Generation X and Y characteristics. The Multi-Generation Theory argues that members of the generation born and growing at different times and periods, affected by the historical, social, cultural and political events of the period in which they grew up, have different values, beliefs, attitudes and expectations, and that all these differences have an effect on employee behaviour. When the subject is approached from this point of view; it can be seen that generations are actually a subculture of social culture. This may lead to the assumption that the process of adaptation of different generation members within the organisation to its organisational culture may vary given the Multi-Generation Theory (Doğan, 2007: 195; Gürbüz, 2015: 41). In other words, considering that different generations in the organisation have different value judgments, it may be concluded that there is a statistically significant difference between the perceptions of Generations X and Y about organisational culture. In the literature review, there is no empirical study on the relationship between organisational culture and the characteristics of Generations X and Y.

3.11. Organisational Identification and the Characteristics of Generations X and Y

The Social Identity Theory and the Multi-Generation Theory constitute the theoretical basis of this study in relation to organisational identification and the characteristics of Generations X and Y. When the subject is approached from the Multi-Generation Theory perspective, it is assumed that members will have different characteristics of their particular generations. As the Multi-Generation Theory states, it is expected that generations that grew up in different times and eras and

were affected by the historical, social, cultural and political events of the period they grew up in will have different values, beliefs, attitudes and expectations. According to the Social Identity Theory, an individual who tends to see himself or herself as a member of a given group will act in line with his or her personal identity values. According to the Multi-Generation Theory, different generation members may have different value judgments and orientations. This situation may indicate that members of different generations may have different levels of identification towards their cities and organisations (Ashforth, Mael, 1989: 20–21; Köse, 2009: 8–9; Gürbüz, 2015: 41). With this information, we may conclude that there is a statistically significant difference in the organisational identification levels of Generation X and Y employees. When the literature is examined, there is no empirical study about the relationship between organisational identification and Generation X and Y characteristics.

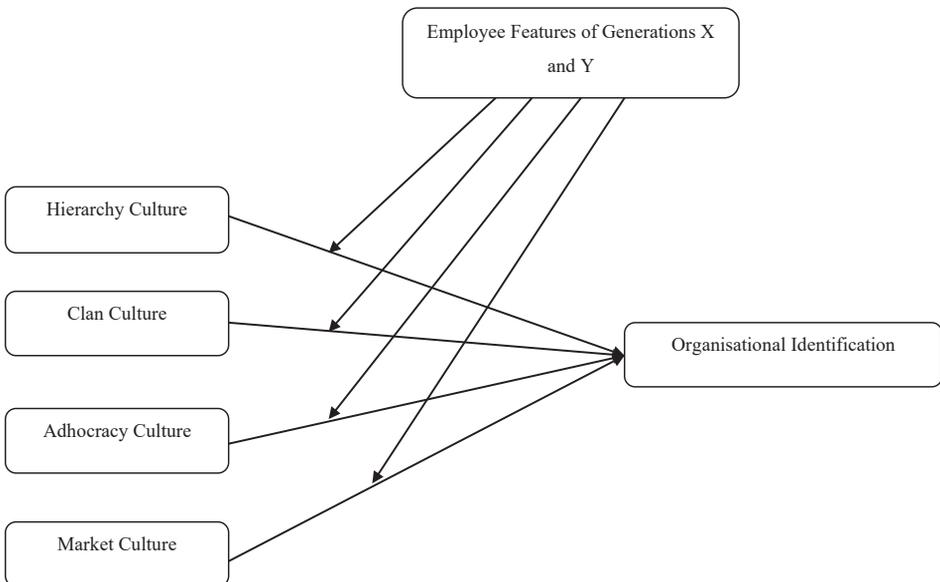


Figure 4. Research Model

Source: own elaboration

As can be seen from the diagram above, the identification with the organisation results directly from the adopted organisational culture. On the other hand, generational features of employees have an indirect impact on it.

4. Research Results

As stated in the theoretical part of the article, there is a connection between the applied organisational culture and the level of employee identification with the entity. This supposition is due to the great diversification of theoretical conditions of existing types of cultures, and thus a different degree of relationship between the employer and the employee. The correlation is shown in Table 4.

Table 4. Averages, Standard Deviation Values and Correlation Coefficients for Variables

| Variables | Avg. | Sd. | 1 | 2 | 3 | 4 | 5 |
|----------------------------------|------|------|---------|---------|---------|---------|---|
| 1. Organisational Identification | 3.66 | 0.83 | | | | | |
| 2. Clan Culture | 3.39 | 1.02 | 0.500** | | | | |
| 3. Adhocracy Culture | 3.40 | 1.01 | 0.408** | 0.633** | | | |
| 4. Hierarchy Culture | 3.63 | 0.84 | 0.290** | 0.472** | 0.499** | | |
| 5. Market Culture | 3.67 | 0.88 | 0.448** | 0.501** | 0.645** | 0.567** | |

Note: ** $p < .01$, $n = 235$.

Source: own research

When the results are examined, it can be seen that there is a significant and positive relationship between clan culture, adhocracy culture, hierarchy culture and market culture, which is one of the organisational culture dimensions, and organisational identification.

After the relationships between the variables were revealed through the correlation analysis, multiple regression analysis was performed to determine the cause and effect relationships between the variables. The relationship is shown in Table 5.

Table 5. Organisational Culture and Organisational Identification
Relationship Regression Analysis Results

| Variables | Organisational Identification (β) |
|----------------------|---|
| 1. Clan Culture | 0.374** |
| 2. Adhocracy Culture | 0.017 |
| 3. Hierarchy Culture | -0.0540.280** |
| 4. Market Culture | 25.1420.3040.929 |
| F | |
| R^2 | |
| Corrected R^2 | |

Note: ** $p < .01$, standard beta values are used, $n = 235$.

Source: own research

As seen in the table, a regression analysis was applied, dependent on organisational identification of organisational culture (clan, adhocracy, hierarchy and market). According to the results of the analysis, it can be concluded that there

is a significant and positive relationship between clan ($\beta = 0.374, p < 0.01$) as well as market ($\beta = 0.280, p < 0.01$) culture and organisational identification.

The answer to research question one: Is there a significant and positive relationship between clan culture and organisational identification? is therefore affirmative. Also, the answer to research question four: Is there a significant and positive relationship between market culture and organisational identification? Is therefore affirmative.

It was determined that there was no significant relationship between adhocracy ($\beta = 0.017, p > 0.05$) as well as hierarchy ($\beta = -0.054, p > 0.05$) culture and organisational identification. According to these results, research questions two and three are answered in the negative.

According to these results, Hypothesis 1 stating that “There is a significant and positive relationship between organisational culture and organisational identification” was partially confirmed.

The relationships between organisational culture and Generations X and Y were subsequently examined. These relationships are presented in Table 6.

Table 6. The Relationships Between Organisational Culture and Generation X and Y Employee Features Independent Group T-Test Analysis Results

| Organisational Culture Types | (Age Range) | Avg. | Sd. | F | P |
|------------------------------|----------------------|------|------|------|------|
| 1. Clan Culture | Y Generation (24–38) | 3.34 | 1.02 | 1.27 | 0.26 |
| | X Generation (39–54) | 3.66 | 0.95 | | |
| 2. Adhocracy Culture | Y Generation (24–38) | 3.37 | 1.02 | 0.34 | 0.56 |
| | X Generation (39–54) | 3.48 | 1.01 | | |
| 3. Hierarchy Culture | Y Generation (24–38) | 3.62 | 0.82 | 0.04 | 0.83 |
| | X Generation (39–54) | 3.78 | 0.89 | | |
| 4. Market Culture | Y Generation (24–38) | 3.67 | 0.85 | 0.29 | 0.59 |
| | X Generation (39–54) | 3.77 | 0.84 | | |

Note: * $p < .05, n = 235$ (Generation Y – 175 persons, Generation X – 39 persons).

Source: own research

When the data obtained were examined, it was concluded that there was no significant relationship between clan culture, adhocracy culture, hierarchy culture as well as market culture and Generations X and Y. According to the results of the analysis, research questions number five, six, seven, and eight were answered in the negative. Thus, Hypothesis 2, which states that “There is a statistically significant difference between perceptions of the X and Y generation employees regarding organisational culture,” was rejected.

An independent group t-test was used to determine the relationship between organisational identification and Generation X and Y employee characteristics. This relationship is presented in Table 7.

Table 7. The Relationship Between Organisational Identification and Generation Employee X and Y Features Independent Group T-Test Analysis Results

| | Generation (Age Range) | Avg. | Sd. | F | P |
|-------------------------------|------------------------|------|------|------|------|
| Organisational Identification | Y Generation (24–38) | 3.64 | 0.83 | 0.05 | 0.80 |
| | X Generation (39–54) | 3.77 | 0.90 | | |

Note: * $p < .05$, $n = 235$ (Y Generation Y – 175 persons, X Generation X – 39 persons).

Source: own research

According to the results of the analysis, it was concluded that there was no significant difference between organisational identification and X ($\bar{x} = 3.77, p > 0.05$) and Y ($\bar{x} = 3.64, p > 0.05$) Generation features. According to these results, Hypothesis 3, which states “There is a statistically significant difference in the organisational identification levels of Generation X and Y employees,” was rejected.

Table 8 presented below shows the verification of the hypotheses adopted in the study.

Table 8. Hypothesis Table

| Hypotheses | Hypotheses |
|--------------|--------------------|
| Hypothesis 1 | Partially Accepted |
| Hypothesis 2 | Rejected |
| Hypothesis 3 | Rejected |

Source: own research

According to Table 8, Hypothesis 1 was partially accepted, Hypothesis 2 was rejected, and Hypothesis 3 was also rejected.

According to the results of the research, it was concluded that there was a significant and positive relationship between clan ($\beta = 0.374, p < 0.01$) as well as market ($\beta = 0.280, < 0.01$) culture and organisational identification. This result shows that there is a partially significant and positive relationship between organisational culture and organisational identification.

The argument that there may be a statistically significant difference between the perceptions of Generation X and Y employees regarding organisational culture was rejected. It is concluded that there is no statistically significant difference in the organisational identification levels of Generation X and Y employees.

5. Conclusions

According to the results of the research, there is a significant and positive relationship between organisational culture and organisational identification. Organisational culture affects the organisational identification of employees or city dwellers, in other words, the level of identification with the city. When this information

is evaluated in relation to employers and city administrators, it can be seen that those are very important results that may prove to be useful in practice. The knowledge that organisational culture has a meaningful relationship with organisational identification will give employers and city administrators certain advantages in terms of running their organisations. The existence of individuals with high levels of organisational identification often yields positive results. This research may also be a reference source for future studies on the relationship between organisational culture and organisational identification.

When the literature is analysed, it can be seen that the issue of Generation X and Y employee characteristics, which is another subject of the presented research, is a popular and new topic. The study examined the relationship between organisational culture and organisational identification and whether the variables are subject to modification depending on the characteristics of Generation X and Y employees. Contrary to expectations, it was concluded that there was no statistically significant difference between the perceptions of Generation X and Y employees about organisational culture and organisational identification levels.

Better identification with the city through organisational (urban) culture will mean that people will want to settle there or move their lives to these urban centres. This culture can also be a tool used in the promotion of urban centres, having a positive impact on increasing tourism.

It is important for the literature to develop descriptive and systematic measurement methods that may be more suitable for the culture of the country where the sample is selected for new studies to be done properly on the characteristics of Generations X and Y. This study is the result of a combination of studies on white-collar employees in service, sales and marketing businesses operating in the private sector in Istanbul. Due to cost and time constraints, the research includes 235 white-collar employees from the mentioned sectors. For this reason, conducting a single study on the characteristics of Generations X and Y in the private sector in different business lines or in a single line of business is considered important for a more in-depth and reliable investigation of this new subject.

The subject of characteristics of Generations X and Y is a new topic for the world literature. For this reason, there is a need for studies that will reveal the impact of the characteristics of Generations X and Y on different issues within the framework of different theories.

The following possible reasons for the results of the research may be listed (Jurkiewicz, Brown, 1998: 22; Morris et al., 2007: 3–4; Kandır, Alpan, 2008: 35; Taşkın, 2011: 44; Daloğlu, 2013: 32; Baran, 2014: 3–4):

- The assumption that the scientific bases of generational research are not strong enough.
- The assumption that existing generational classifications consist of generalisations of various researchers.

- The idea that generation members may see the family members they grew up with as role models.
- The idea that the economic, cultural, and political characteristics of the period in which the study was carried out might affect the perspectives of the members of different generations similarly.
- Even though employees are members of different generations, there is a possibility that the research has been carried out in institutions where they share common organisational culture and values.
- Excessive working hours of employees in institutions may cause inconsistent answers when they are answering the survey questions.
- The possibility that employees could give more moderate answers due to the fact that their managers could control their answers.
- In the study, Generation X and Y employee characteristics and age ranges which were created considering the cultural, economic and political characteristics of the USA were used. This classification may not be a valid classification for Turkey.

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Wpływ pracowników z pokoleń X i Y na nowoczesne miasta

Streszczenie: Profil pracowników w świecie biznesu staje się coraz bardziej zróżnicowany. Ta heterogeniczność pokazuje, że rozwarstwiła się również struktura ludności czynnej zawodowo w miastach. Głównym celem artykułu jest zbadanie znaczenia wpływu cech pracowników z pokoleń X i Y na pracę zawodową i życie miejskie. Badanie zostało przeprowadzone wśród 235 pracowników umysłowych zatrudnionych w firmach usługowych, handlowych i marketingowych w sektorze prywatnym w Stambule. Dane uzyskano w trakcie badania ilościowego przeprowadzonego za pomocą kwestionariusza wywiadu techniką CAPI (*Computer Assisted Personal Interview*). Według literatury wejście członków różnych pokoleń w życie biznesowe oznacza różne perspektywy i oczekiwania wobec organizacji i miast, w których pracują. Nasze badania pokazują jednak, że poszczególne pokolenia mają różne cechy i oczekiwania tylko w teorii i nie jest to poparte wnioskami wypływającymi z empirii.

Słowa kluczowe: miasta, miejska siła robocza, kultura organizacyjna, tożsamość organizacyjna, pokolenie X, pokolenie Y

JEL: A13, M21, O0, M0

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