

CHAPTER 2

**THE EFFECT OF EMPLOYEE CHARACTERISTICS
OF X AND Y GENERATION IN THE
RELATIONSHIP OF ORGANIZATIONAL CULTURE
AND ORGANIZATIONAL IDENTIFICATION**

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INTRODUCTION

The globalizing world and the increasingly competitive environment are increasing the importance of human resources, the most valuable assets of organizations, day by day. Over the years, the employee profile of organizations has changed and varied. The reason for this is that new generations join the working life. Different generations have different expectations and different perspectives on life. Therefore, in today's intensely competitive environment, organizations need to know the human resources that will make them successful and maintain their continuity and develop appropriate methods to ensure that they focus on organizational goals (Kam, 2019: 01).

Every organization; There is an organizational culture that results from values, beliefs, and customs. This organizational culture directly affects the relations between the organization and its employees. While employees who adapt to the organizational culture are expected to be more efficient for the organization; It may be thought that it will be more difficult to get efficiency from employees who may not adapt. From this point; When we approach the subject in terms of the relationship between the organization and the employee, we may say that the organizational culture will directly affect the organizational identification levels of the employees, in other words, the sense of feeling belonging to the organization (Kam, 2019: 01).

Organizational identification; expresses the feeling of solidarity with the organization, supporting with attitudes and behaviors and perceiving the distinctive features shared by the organization employees (Miller et al., 2000: 629). When dealing with the relationship between organizational identification and organizational culture, it is also necessary to take into account the impact of the generations of the employees in the organization. Expectation and perception differences of employees belonging to different generations will affect their organizational behavior and, accordingly, their organizational identification levels. In short, the values and beliefs of the X and Y generation employees may differ from each other. These differences are thought to be an impressive element in the relationship between organizational culture and organizational identification. In this study, in line with scientific research methods and in the light of theoretical foundations obtained in literature review; meaningful and positive between organizational culture and organizational identification; It is thought that there will be a statistically significant difference in perceptions of organizational culture and organizational identification levels of X and Y employees.

Definitions

Organizational Culture: It is a mechanism of control and emotion formation that shapes and guides the attitudes and behaviors of the organization members (Scott, 2006: 499).

Organizational Identification: The perception of unity with the organization, in other words, the sense of belonging to the organization (Ge et al., 2010: 169).

Generation X: It is a community of people born between 1965 and 1980 (Ceylan, 2014: 16; Oblinger and Oblinger, 2005: 66).

Generation Y: It is a community of people born between 1981 and 1995 (Oblinger and Oblinger, 2005: 66).

Purpose and Problem of the Research

The aim of this research is to determine the relationship between organizational culture and organizational identification and whether these variables change according to the X and Y generation employee characteristics. The problem of the research is to determine all possible relationships between these cases.

The Importance of Research

- The subject of the generation is a current subject in the literature;
- By determining the X and Y generation properties working in organizations, creating the organizational practices by taking these properties into consideration; organizational identification levels of employees will increase positively;
- When the literature is examined, the relationship between organizational culture and organizational identification becomes increasingly important.

- There are no studies in the literature examining the relationships between these variables together.

Research Assumptions

- This study is based on the assumptions below:
- This research is based on the assumption that Generation X consists of people born between 1965-1980 and Generation Y 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 applied to the employees of the organization is answered in a sincere and honest manner.

Research Limitations

The following limitations exist in this research:

- Research data is limited to the region where data was collected;
- The variables obtained as a result of the research are limited with the reliability and validity dimensions of the measurement tools used in the research;
- All types of organizational culture in the literature may be included in the scope of organizational culture. However, in the study, organizational culture is limited to the clan, adhocracy,

market and hierarchy cultures in Cameron and Quinn's Competitive Values Model;

- The limitation stemming from the fact that all research in the field of social sciences is based on experimentalism is also included in this research.

Universe and Sampling

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

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. With the age division, which is among the demographic features, the generation of the employees was measured. In the second section, the Organizational Identification Scale and in the third section, Cameron & Quinn's Competing Values Culture Model Scale is included. Before proceeding to the data collection phase for the research, a pilot study consisting of 30 people was conducted to determine the readability and understandability of the survey.

Scales Used in the Research

In this study, among the organizational culture scales in the literature, Desphande, Farley and Webster (1993), Cameron and Freeman (1991) and Quinn (1988) scales are combined; According to this combined, Organizational culture scale, consisting of 16 questions and 4 organizational cultures (clan, adhocracy, hierarchy, and market) dimensions are used.

When the literature is examined, Ashforth and Meal (1992) are one of the most used scales to measure organizational identification. In this research, the organizational identification scale developed by Ashforth and Meal (1992) is used to measure organizational identification.

As a result of the examinations, it is thought to be more appropriate to use for measuring X and Y generations; Generation X, 1965 - 1980, Generation Y, 1981 - 1995 is used as the research scale.

Organizational Culture and Organizational Identification Relationship

Social Identity Theory forms the theoretical basis of organizational culture and organizational identification. According to the theory, individuals, themselves and others; they tend to divide into social groups such as organization membership, religion, age group, and gender.

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

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

Hypothesis 1b: There is a significant and positive relationship between the culture of adhocracy and organizational identification.

Hypothesis 1c: There is a significant and positive relationship between hierarchy culture and organizational identification.

Hypothesis 1d: There is a significant and positive relationship between market culture and organizational identification.

Organizational Culture and Relationship between X and Y Generation Employee Features

Multiple Generation Theory, organizational culture, and X and Y generation are the theoretical basis of the relationship between employee characteristics. The theory argues that the members of the generation, born and growing at different times and periods, affected by the historical, social, cultural and political events of the time they grew, had different values, beliefs, attitudes, and expectations and that all these differences were influential on employee behavior in the business world. When the subject is approached from this perspective; generations appear to be a subculture of social culture.

Hypothesis 2: There is a statistically significant difference between perceptions of X and Y generation employees regarding organizational culture.

Hypothesis 2a: There is a statistically significant difference between the perceptions of X and Y generation employees regarding clan culture.

Hypothesis 2b: There is a statistically significant difference between the perceptions of X and Y generation employees regarding the culture of adhocracy.

Hypothesis 2c: There is a statistically significant difference between the perceptions of the X and Y generation employees regarding the hierarchy culture.

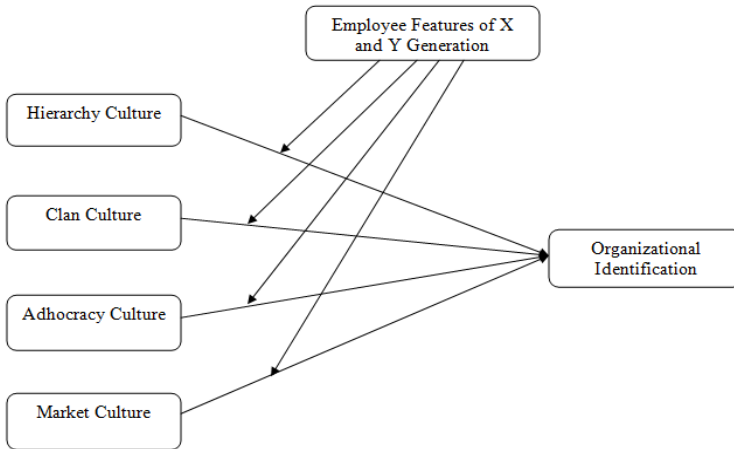
Hypothesis 2d: There is a statistically significant difference between perceptions of X and Y generation employees regarding market culture.

Organizational Identification, X and Y Generation Employee Features Relationship

Social identity theory and multi-generational theory constitute the theoretical basis of this study in the relationship between organizational culture and employee characteristics of the X and Y generation. When we approach the issue through personal identity, which is an element of the social identity theory, we may see the argument that the multi-generation theory will have different characteristics, while revealing the relationship we want to explain.

Hypothesis 3: There is a statistically significant difference in the organizational identification levels of the X and Y generation employees.

Researching Model

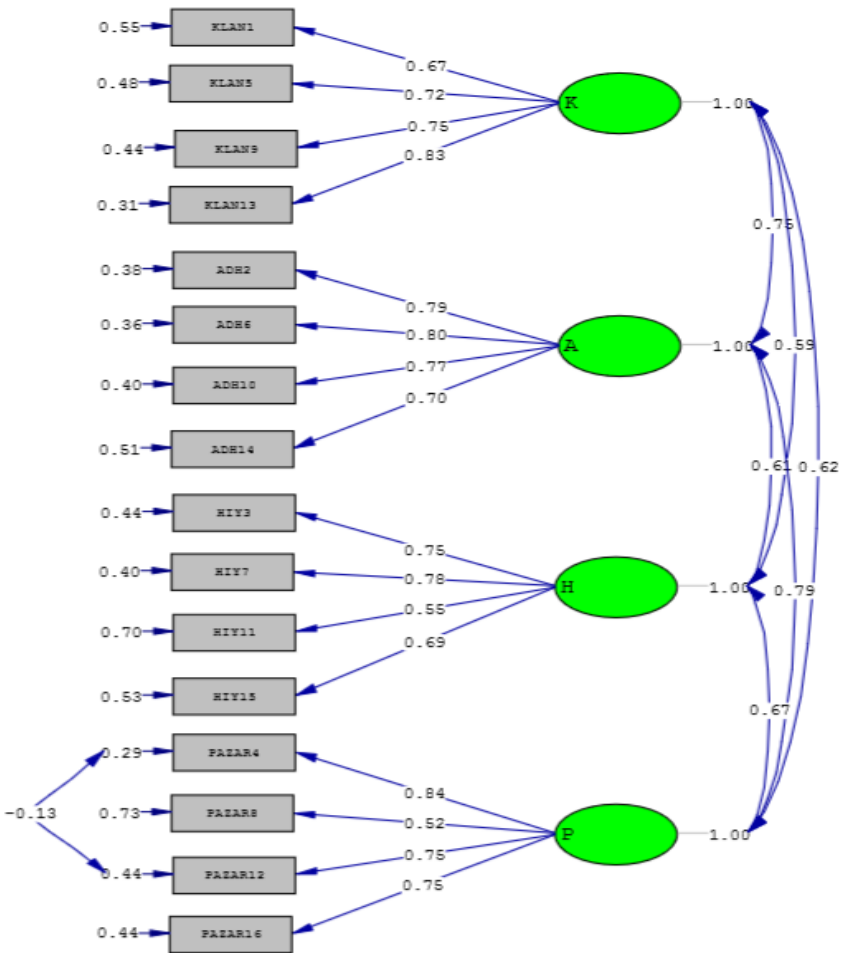


Model 1. Researching Model

Findings of the Research

Confirmatory factor analyzes were conducted to test the organizational culture (clan, adhocracy, hierarchy, and market) and organizational identification scales included in the study, and the values obtained as a result of the analyzes were compared with the fit indices in the literature. The organizational culture scale consists of four factors: clan, adhocracy, hierarchy, and market. The organizational identification scale has a single-factor structure. The results of the confirmatory factor analysis regarding the

Organizational Culture (clan, adhocracy, hierarchy, and market) scale is shown in the figure below.



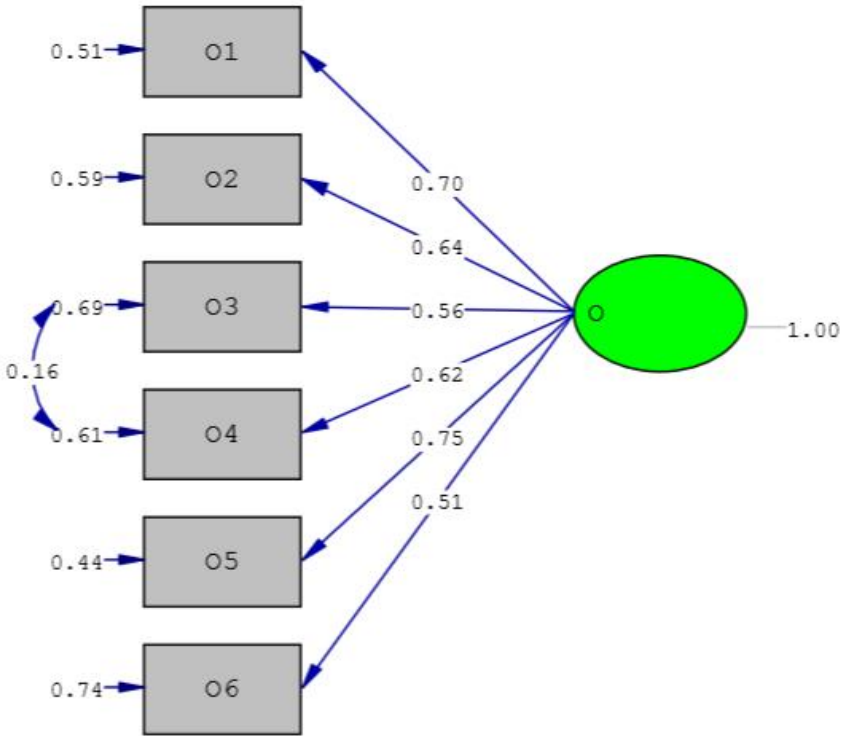
Model 2. Organizational Culture Scale Factor Analysis Model

Table1. Confirmatory Factor Analysis Results of Organizational Culture Scale Table

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

When the table is examined, it is seen that the values of χ^2 / sd , NNFI, NFI, CFI, and IFI are good. It is seen that the calculated RMSEA, AGFI, and GFI values are at acceptable levels. These findings reveal that the factor structure of the Organizational Culture Scale has been confirmed in the data obtained and therefore the scale has structural validity.

In the research, Organizational Identification Scale was tested with the single factor Confirmatory Factor Analysis (CFA) regarding model-data fit. Model and model fit goodness values are shown in the figure below.



Model 3. Organizational Identification Scale Factor Analysis Model

Table 2.Confirmatory Factor Analysis Results of Organizational Identification Scale Table

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

When the table is analyzed, it is seen that all the values except RMSEA are good and the RMSEA value is also acceptable. These

findings reveal that the factor structure of the Organizational Identification Scale has been confirmed in the data obtained and therefore the scale has structural validity.

Organizational Culture and Organizational Identification Relationship Correlation Analysis Results

Table3.Organizational Culture and Organizational Identification Relationship Correlation Analysis Results Table

Variables	Avg.	Sd.	1	2	3	4	5
1. Organizational 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**	

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

Organizational Culture and Organizational Identification Relationship Regression Analysis Results

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.

Table 4. Organizational Culture and Organizational Identification Relationship

Variables	Organizational Identification (β)
1. Clan Culture	0.374**
2. Adhocracy Culture	0.017
3. Hierarchy Culture	-0.054
4. Market Culture	0.280**
F	25.142
R ²	0.304
Corrected R ²	0.292

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

Regression Analysis Results Table

As seen in the table, a regression analysis is applied, which is dependent on organizational identification of organizational culture (clan, adhocracy, hierarchy and market). According to the results of the analysis, it was concluded that there is a significant and positive relationship between clan ($\beta = 0.374$, $p < 0.01$) and market ($\beta = 0.280$, $p < 0.01$) culture and organizational identification.

Accordingly, Hypothesis 1a, "There is a significant and positive relationship between clan culture and Organizational identification" has been accepted. Hypothesis 1d, "There is a significant and positive relationship between market culture and organizational identification" has been accepted.

It was determined that there was no significant relationship between adhocracy ($\beta = 0.017, p > 0.05$) and Hierarchy ($\beta = -0.054, p > 0.05$) culture and organizational identification. According to these results, Hypothesis 1b and Hypothesis 1c were rejected.

According to these results, Hypothesis 1 as “There is a significant and positive relationship between organizational culture and organizational identification” has been partially accepted.

Findings on the Relationship between Organizational Culture and X and Y Generation Employee Characteristics

Table 4. Findings on the Relationship between Organizational Culture and X and Y Generation Employee

Organizational Culture Types	Generation(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: * $p < 0.05$, n: 235(Y generation 175 persons, X generation 39 persons)

Characteristics Table

When the data obtained were examined, it was concluded that there was no significant relationship between clan culture, adhocracy culture, hierarchy culture and market culture, and X generation and Y generation.

According to the results of the analysis, Hypothesis 2a, Hypothesis 2b, Hypothesis 2c, and Hypothesis 2d were rejected.

Thus, Hypothesis 2, which includes the expression “there is a statistically significant difference between perceptions of the X and Y generation employees regarding organizational culture” was rejected.

Organizational Identification, Findings Regarding X and Y Generation Employee Features Relationship

An Independent group t-test was used to determine the relationship between organizational identification and X and Y employee characteristics.

Table 5. Organizational Identification, Findings Regarding X and Y Generation Employee Features Relationship Table

	Generation(Age Range)	Avg.	Sd.	F	P
Organizational 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 175 persons, X generation 39 persons)

According to the results of the analysis, it was concluded that there was no significant difference between organizational identification and the 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 defends “There is a statistically significant difference in the organizational identification levels of the X and Y generation employees”, was rejected

Research Results

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

The argument that there may be a statistically significant difference between the perceptions of the X and Y generation employees regarding organizational culture has been rejected.

It is concluded that there is no statistically significant difference in the organizational identification levels of the X and Y generation employees.

Possible causes of the results obtained;

The assumption that the scientific bases of generational research are not strong enough,

The assumption that the classifications made on generations consist of generalizations of various researchers,

The idea that the members of the generation may see the family members they grew up in 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.

SUGGESTIONS

Different from our research topic, different studies investigating the differences of organizational culture elements such as ceremonies and meetings on identification,

Developing descriptive and explanatory systematic measurement methods that may be more suitable for our country for studies on the subject of X and Y generation employee characteristics,

Conducting a single study on the X and Y generation employee characteristics in the private sector, different lines of business or covering a single line of business.

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