



**REPUBLIC OF TURKEY
ADANA ALPARSLAN TÜRKER SCIENCE AND TECHNOLOGY
UNIVERSITY**

**GRADUATE SCHOOL OF NATURAL AND APPLIED SCIENCES
DEPARTMENT OF MANAGEMENT INFORMATION SYSTEMS**

**AN EXAMINATION OF INTERGENERATIONAL ORGANIZATIONAL
COMMITMENT, JOB SATISFACTION, AND CYNICISM ATTITUDES:
A RESEARCH IN THE ENERGY SECTOR**

**OLCAY UMUT SEVDİ
MASTER OF SCIENCE**



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ADANA 2022

I hereby declare that all information in this thesis has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all information that is not original to this work.

 Olcay Umut SEVDİ

ABSTRACT

AN EXAMINATION OF INTERGENERATIONAL ORGANIZATIONAL COMMITMENT, JOB SATISFACTION, AND CYNICISM ATTITUDES: A RESEARCH IN THE ENERGY SECTOR.

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The concept of generation is a concept that has always existed in management. A generation is a group of people born in nearly the same year and who share the conditions and characteristics of the period in which they lived. In today's business world, we see many generations working together. Problems or harmony that will arise from the work of these generations together will affect the entire organizational structure. In this study, the relationship between organizational commitment, job satisfaction, and organizational cynicism was investigated at the level of differences between X, Y, and Z generations. Our research; was carried out in private sector organizations of different sizes and structures in Adana. The data we obtained in the study were collected face-to-face using the survey method and 369 usable questionnaires were obtained. In the context of the organizational commitment scale, the three-component (emotional, continuance, and normative) commitment scale developed by Allen and Meyer in 1990 was used for the participants in the research. In the context of job satisfaction; Minnesota Job Satisfaction Scale was used. Finally, the "Organizational Cynicism Scale" (1999) developed by Brandes et al., adapted to Turkish by Kalağan (2009), was used to measure the level of organizational cynicism. As a result of the study's data being analyzed; when the results of the Z generation are examined, it is seen that there is a positive and significant (0.526) relationship between organizational commitment and job satisfaction, a negative and significant (-0.509) relationship between organizational commitment and organizational cynicism, and a negative and significant (-0.655) relationship between job satisfaction and organizational cynicism. has been observed.

When the results of the Y generation are examined, it is seen that there is a positive and significant (0.581) relationship between organizational commitment and job satisfaction, a

negative and significant (-0,371) relationship between organizational commitment and organizational cynicism, and a negative and significant (-0,452) relationship between job satisfaction and organizational cynicism. has been observed. When the results of the X generation are examined, it is found that there is a positive and significant (0.589) relationship between organizational commitment and job satisfaction, a negative and significant (-0.344) relationship between organizational commitment and organizational cynicism, and a negative and significant (-0.651) relationship between job satisfaction and organizational cynicism. has been observed.

Keywords: X Gen, Y Gen, Z Gen, Generational, Organizational Commitment, Job Satisfaction, Cynicism.

ÖZET

ÇALIŞANLARIN ÖRGÜTSEL BAĞLILIK, İŞ TATMİNİ VE SİNİZM TUTUMLARININ KUŞAKLAR ARASI FARKLILIKLAR BAĞLAMINDA İNCELENMESİ : ENERJİ SEKTÖRÜNDE BİR ÇALIŞMA

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Yönetim Bilişim Sistemleri Anabilim Dalı

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Kuşak kavramı yönetimde her zaman varolmuş bir kavramdır. Kuşak, hemen hemen aynı yıllarda doğan insan gruplarından oluşan, yaşadıkları dönemin koşul ve özelliklerini taşıyan topluluk olarak isimlendirebiliriz. Bugün iş hayatında bir çok kuşağın bir arada çalıştığını görmekteyiz. Bu kuşakların bir arada çalışmalarından doğacak problemler veya uyum tüm organizasyon yapısına etki edecektir. Bu çalışmada örgütsel bağlılık, iş tatmini ve örgütsel sinizm arasındaki ilişki Bebek patlaması, X, Y ve Z kuşakları arasındaki farklılıklar düzeyinde incelenmiştir. Araştırmamız; Adana ilinde enerji sektöründe farklı büyüklük ve yapıdaki kuruluşlarda gerçekleştirilmiştir. Yapılan çalışmada elde ettiğimiz veriler anket yöntemi yüz yüze toplanmış ve kullanılabilir durumda olan 369 anket elde edilmiştir. Araştırmaya katılanlara örgütsel bağlılık ölçeği bağlamında Allen ve Meyer'in 1990'da geliştirdikleri üç bileşenli (duygusal, devam ve normatif) bağlılık ölçeği kullanılmıştır. İş tatmini bağlamında; Minnesota İş Tatmini Ölçeği kullanılmıştır son olarak örgütsel sinizm düzeyini ölçmek için Kalağan (2009) tarafından Türkçeye uyarlanan Brandes ve diğerleri tarafından geliştirilen "Örgütsel Sinizm Ölçeği" (1999) kullanılmıştır.

Çalışmada elde edilen verilerin analizi sonucunda Z kuşağına ilişkin sonuçlar incelendiğinde örgütsel bağlılık ile iş tatmini arasında pozitif yönlü ve anlamlı (0,526), örgütsel bağlılık ile örgütsel sinizm arasında negatif yönlü ve anlamlı (-0,509), iş tatmini ile örgütsel sinizm arasında negatif yönlü ve anlamlı (-0,655) bir ilişkinin olduğu gözlenmiştir. Y kuşağına ilişkin sonuçlar incelendiğinde örgütsel bağlılık ile iş tatmini arasında pozitif yönlü ve anlamlı (0,581), örgütsel bağlılık ile örgütsel sinizm arasında negatif yönlü ve anlamlı (-0,371), iş tatmini ile örgütsel sinizm arasında negatif yönlü ve anlamlı (-0,452) bir ilişkinin olduğu gözlenmiştir. X kuşağına ilişkin sonuçlar incelendiğinde örgütsel bağlılık ile iş tatmini

arasında pozitif yönlü ve anlamlı (0,589), örgütsel bağlılık ile örgütsel sinizm arasında negatif yönlü ve anlamlı (-0,344), iş tatmini ile örgütsel sinizm arasında negatif yönlü ve anlamlı (-0,651) bir ilişkinin olduğu gözlenmiştir.

Anahtar Kelimeler: X Kuşağı, Y Kuşağı, Z Kuşağı, Kuşak, Örgütsel Bağlılık, İş Tatmini, Sinizm.



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NOMENCLATURE

OCS	: Organizational Cynicism Scale
SFMSQ	: Short Form Minnesota Satisfaction Questionnaire
SPSS	: Statistical Package Social Science
TDK	: Turk Dil Kurumu
USA	: United States of America

CHAPTER I

1. INTRODUCTION

The concept of generation is defined as the human community born in similar periods and living the economic, psychological and sociological conditions of the same period.

According to Aka (2017), each generation finds the previous generation oppressive and backward. The main source of the aforementioned characteristics perceived between generations was the differences in feelings, thoughts, perceptions and purposes that occurred with the effect of cultural, social and economic events during the period in which the generations were raised(Aka, 2017).

Today, administrations are not managed by a single traditional method. Because there is a changing global world and a system that needs to adapt to it. Therefore, this new system requires better research and analysis of some concepts. One of these concepts is generation difference. A good analysis of the generation differences of institutions will bring a good communication with employees, a good understanding of the employees and a good management. It is a necessity to understand and manage generations especially for a harmonious and efficient management. Because there is no one type of person working in business life. Multiple generations work together. Each generation has a sociological, economic and psychological perspective. This viewpoint is also breeds a lot of conflict in the work environment and destroy the uniform management approach. At this point, it would be correct for businesses to keep their managerial perspective constantly updated.

In the first part of the research, the concept of generation was mentioned and the characteristics of the generations were defined. In the first part, the reasons that are effective in classifying the concept of generation according to many different factors and years are given. When we list the generations by years;

Veterans also known as Silent Generation or Traditionalists : Born 1945 or earlier

Baby Boom Generation : 1946 – 1964

Generation X : 1965 – 1979

Generation Y : 1980 – 1995

Generation Z : 1996 – 2015

2. GENERATION CONCEPT DEFINITION AND CLASSIFICATION

Since the start of their existence, human beings have always interacted with themselves and their environment. This behavior of people has also been effective in shaping the thoughts and attitudes of the self and the environment in which they live(Taş & Kaçar, 2019).

“The word generation comes from the Latin term ‘generation-onis.’ Describes the groups of people who were born in a certain period of history and who are in similar age groups. Every human being is born into a community that will live similar lives with itself and plays a role in shaping the distinctive characteristics of the generations of life that this community lives.”(Carver & Candela, 2008).

Today, new conditions, particularly the ability to analyze the concepts of a generation well in the new world order, can create an advantage for institutions and sometimes a disadvantage. The right answer, we can get at this point is to understand and interpret the generations well. Looking from the correct viewpoint will bring the correct management. Because, with the perception, attitude and conditions of its period, each generation has taken shape.

Their approach to problems will therefore be different(Arar & Yüksel, 2017). Since the group, we call the Silent Generation is now almost non-existent in business life, in this article we will talk about the four-generation group. Generation of Baby Boomers (1946-1964), Generation X (1965- 1979), Generation Y (1980-1995), and Generation Z (1996-2015). This point should not be missed, as the dates are given vary according to the countries' political flow and structure. In our study, however, we consider Turkey's general generation structure.

Table 1. Shows a list of descriptors that may be drawn of each generation from the academic and popular articles consulted above.

Baby Boomers	Generation X	Generation Y
Sandwich generation	Latch-key kids	Netters
Company loyalty	Lack of loyalty	Contract mentality
Idealistic	Reactive	Civic-minded
Self-absorbed	Self-reliant	Self-centered
Workaholic	Work/life balance	Multi-taskers
Tech conservatives	Computer savvy	Tech experts
Entitled	Cynical/skeptical	Easily bored
Traditional family	Divorced family	Many family forms
Wary of authority	Independent	Crave feedback
Competitive	Entrepreneurial	Serial Entrepreneurs
Materialistic	Fun-loving	Volunteers
Training	Life-long learning	Distance learning
Comfortable with change	Creative	Crave challenge
Optimistic	Want fulfilling work	High maintenance

Source: (Whitney Gibson et al., 2009, p. 3)

2.1. Silent Generation or Traditionalists : Born In 1945 or Earlier

In business life, it is very rare. For this reason, it is not a working generation group that is at the center under today's conditions. In terms of broad qualities, the entire world has altered since the Second World War ended in 1946. Sociologically, this process at that time affected all the people of the world. According to Berkup (2014), socio-cultural, political, and economic events all play a significant role in shaping the personality of this generation and defining individual characteristics. Some of these events are; First and Second World War, Great 1929 Depression, Pearl Attack. Port, The Atomic Bombing of Hiroshima, McCarthyism and the Korean War. Port, Atomic Bombardment of Hiroshima, McCarthyism and the Korean

War. A large part of the population of the Republic of Turkey worked in agriculture during the first year. The private sector, on the other hand, has not yet developed during this time. Therefore, the rest of the population can be said to be working in the public sector.

2.1.1. Silent Generation's Work and Business Life Features

Individuals born in Turkey between the years 1929-1939, even in the period after the war, express a feeling of anxiety about the future. The Depression Generation is called this generation (Gör et al., 2013). This generation lived in a period they called the Great Depression, affecting the world as a whole. They were living in a situation in which jobs, poverty and uncertainty were on the verge of war (Gör et al., 2013). Individuals of the silent generation are a generation who live to work because they see many events like poverty and war. A generation that sees itself as having to function. Individuals of the silent generation are adaptable and less demanding because of the period in which they live. They have a way of working subject to authority. It is the most loyal generational group among generations. They have high loyalty feelings. It is a group that is rarely found in business life today.

Tablo 2. Characteristics of Generations Table

TRADS	BOOMERS	GEN X	GEN Y	GEN Z
Value authority and top management approach; 'hard working, 'make do or do without.'	Expect some degree of deference to their opinions; workholic.	Comfortable with authority; will work as hard as is needed; importance of work life balance.	Respect must be earned. Technologically savvy; goal and achievement oriented.	Many traits still to emerge. Digital natives, fast decision makers, highly connected.

Source: (Generation Y Less Satisfied than Other Generations, 2015)

2.2. Baby Boom Generation : 1946 – 1964

This generation, born between 1946 and 1964, due to the worldwide population growth after World War II, is called the "Baby Boomers (Pekçetaş & Gündüz, 2018, p. 93). On the other hand, another term is "sandwich generations". According to Başal (2014), Turkey also named it more accurately; This generation took this name because they took care of both their parents and their children in the same house. Not only for this reason but also every aspect, traits that are in between are seen in this generation. It is a generation born in the world at a significant time. In a time surrounded by political, economic and social events, especially wars, they were born and raised. These events had a significant impact on the Baby Boomer generation's characters and personalities(Aka, 2017).

In this generation; users of traditional media such as television, radio, magazines and newspapers, but when we look at them from a general point of view; they are not too disconnected from new approaches either. Despite being traditional people, some people have a Facebook account and they use this social network to reach their old friends. And perhaps they will gradually begin to adopt this new technology to them. Another example is this generation group prefers to go to the branch for banking transactions. Because some people are not good with technology and some people do not find it reliable (Kasasa, 2021). The Baby Boomer age group falls between the ages of 57 and 75 as of 2021. According to TÜİK data in Turkey (2020); 51.6% of men between the ages of 55-59 are employed. 38.6% of men between the ages of 60-64 and 16.2% of those over 65 are employed. employment rate for women; 19.5% in the 55-59 age range, 13.3 in the 60-64 age range, and 4.6 in the over 65 age group (TÜİK). The Baby Boomer generation, who still plays a role in business life, also has different behaviors and attitudes that they have shown in their business life, belonging to their periods and experiences.

2.2.1. Baby Boomer Generation's Work and Business Life Features

This generation structure grew up at a time when it was difficult to access technology while technology was just developing. It has a more manual way of working because it is not intertwined with technology. Position and authorities are extremely important for this generation. If you want to glorify them and please them at work, you should appreciate them. This generation has the mentality of "living to work".

In this period, especially in Turkey, industrialization increased and many workplaces began to be established. For this reason, better working conditions have begun to emerge and social security has started to prevail (Başal, 2014). This generation is hardworking, idealistic, and has a harmonious structure in its decisions. They are strict and success-oriented. Their loyalty to the business is very high. They were born to work. On the other hand, this generation has negative traits such as selfishness. It believes in hard work and the importance of working long hours. This generation, therefore, works with a long-term employment perspective. Their business loyalty is high. They can motivate themselves. Salary will be a priority option for them. Teamwork and meetings are important to them. They like to tell stories, they attach importance to the thought of "you are important". Feeling important is an important source of motivation for them (<http://www.humanica.com.tr/Kon>, 2017).

2.3. Generation X : 1965 – 1979

This generation is also described as a "lost generation" in the literature. The positive developments in living conditions during this period also had a positive effect on the behavior of individuals. This effect has brought individuals to give importance to the factors related to social life, apart from financial issues. This frugal, socialist generation is loyal and idealistic in character (www.humanica.com.tr/Kon, 2017).

Major events affecting the X generation period;

- The fall of the Berlin Wall, which took place in 1989 and called the "Wall of Shame" in Europe,
- The failure of communism,
- Also known as the Second Indochina War continued in the eastern block countries with which the EU between the years 1963-1973 and effects of the long years of the Vietnam War,
- The Gulf War, which was the military operation of the coalition of 34 countries established under the leadership of the USA in 1990 against Iraq, and the technological development that allows this war to be broadcast live on television,
- In 1976, the increasing spread of personal computers, especially Apple company, and then the gradual introduction of the internet into people's lives.

events and developments such as (Aka, 2017).

This generation, which is called the 68 generations in Turkey, has witnessed a turbulent period; generation X has gone through a period when university events and right-left conflict in Turkey started to become a valuable communication tool on television. (Adigüzel, Batur & Ekşili, 2014). This period, Turkey is the period in which the challenges of political turmoil arise. On the other hand, planned development steps have been initiated, but as a result of the unbalanced process the whole world is in, the desired development has not been achieved. Baby Boomers' motto for 'live to work' has been replaced by 'work to live' for Generation X. (Berkup, 2014).

Generation X, also named the lost generation, shows the feature of being anxious about work as a result of these conditions This situation prompted the X generation to work hard, secure themselves and build a career by earning money (Altuntuğ, 2012). The X's, the children of

women who are struggling to gain a place in the business world, have been the first generation to adopt the principle of "gender equality". This generation of male representatives, unlike their ancestors, undertook more involved in family life and childcare (Kon, 2017). The majority of the working life in our country is the X Generation, which constitutes approximately 25% of the managerial positions (Göksel & Güneş, 2017). Working together and understanding the generations are of great importance for the X generation who are increasing in the management staff and for the Y generation who will take over the management after them.

2.3.1. X Generation's Work and Business Life Features

In order to interpret the dynamics in business life today, it is necessary to understand the X generation well. Because understanding well brings good management. When we look at the X generation, the idea that I can change jobs if necessary is dominant compared to the generations before it chronologically. When we look at the perspective of the representatives of generation X on business and working life, it is observed that they were affected by the national events and family structures of the period they lived (Kuyucu, 2014).

Generation X employees are individuals who can easily handle multitasking jobs, able to do several things concurrently. They take risks well. They are excellent entrepreneurs (Kupperschmidt, 2000). Generation X members are less afraid of being fired than previous generations. They do not insist on staying long at the workplace. However, they believe that a job jump and promotion to a position with competent and competitive attitudes will bring high salary opportunities (Tan & Yusoff, 2012).

Generation descriptors :

- Independent
- Critical thinkers
- Think globally, value diversity
- Lack organizational loyalty
- Skepticism
- Suspicious of boomer values
- Technology literate
- Seeks life balance (family- focused)

Source: (Douglas, 2018).

Both work and leisure time are extremely important for the X generation members. This balance is critical for them. Rather than a hierarchically dominant management approach, a

technologically up-to-date working environment would be more appropriate for them. Because what Gen X members expect from management is to be a mentor to guide them (Kupperschmidt, 2000).

2.4. Generation Y : 1980 – 1995

The generation born between 1980-1995 is called the Y generation. Generation Y is named "internet generation, millennium generation, digital generation" due to its intense relationship with technology. There have been changes in living standards and environmental conditions in the historical intervals covering Y generation individuals. These changes caused the generation to differ from previous generations in terms of expectations, hopes and preferences (Doğan & Aksu, 2020). Howe and Strauss described young people as a highly motivated, but socially anxious, generation willing to work as a team (Howe & Strauss, 2000).

The effects of globalization on generation Y are enormous. Generation Y is described as the first generation born in the years when the internet was widely used. It is the generation with the highest daily contact with people of different ethnic origins and cultures (Toruntay, 2011). This generation has distinct differences from other generations. From their growing up to the period of adulthood, they encountered political silence, radical innovations in working life, technological dependence and an extraordinary consumption culture (Taş & Kaçar, 2019). Generation Y also has working parents like Generation X. However, the parental age has risen to 27 and this generation whose parents are very different from the parents of the previous generation has demonstrated a much more active attitude towards the growth of their children under good conditions, good education and safety. Members of this generation regularly followed their children's education life and checked and questioned their grades. A generation that has planned a good future for their children (Toruntay, 2011).

According to Çağlayan (2019), Generation Y has different value judgments and needs compared to the previous generations. In Generation Y, where more personalized needs come to the fore, digitalization and visual life are important factors shaping these needs. At the forefront is the desire to be different from other generations. The concept of respect has been revisited in this generation. Reading has decreased during this period.

It is possible to say that Y generation children differ from the generations so far, they are in a rapid transformation. Generation Y members grew up freely brought up by their families. In the old order, parents who grew up patriarchal established futures focused on their children.

2.4.1. Y Generation's Work and Business Life Features

Generation Y has the understanding of working to live well. For this generation, the workplace is simply a place to earn money. For the sake of vertical careers, it is normal, even necessary for Y members, to switch jobs.‘’ If they can fire me, why should I stick to this?’’(Başal, 2014). Generation Y, who do not like authority and are not affected by concepts such as title and position, want a manager with a worldview like themselves. They need friends to have fun at work and create a fun working environment. They are impatient. They are in the expectation of fast promotion. If these expectations are not met, they will not hesitate to change jobs(Berkup, 2014). For this generation, the balance between social life and business life is extremely important. It is extremely important for this generation that the job they work for does not negatively affect their social lives.

Generation Y wants to spend more time with their surroundings, family, hobbies and friends than the X generation. The entrepreneurial spirit of the individuals of generation Y is higher than the individuals of the other generation. Private life and personal relationships are important for millennials. From their point of view, of course, working is important, but social life should not be left behind (Acılioğlu, 2015). Another area that makes the biggest difference of his generation from other generations is the changes in working life. Women began to participate intensively in business life during this period. In this sense, women's roles in household management have also begun to change. In the business world, the activity of the Y generation is increasing day by day. At this point, the manager should also analyze this generation well in order to understand it. For this reason, uniform approach to all generations will cause inefficient work in the workplace and company system.

2.5. Generation Z : 1996 – 2015

Today, generation Z is gradually gaining a place in business life. Considering the period of generation Z, an extraordinary technological speed, easy access to information, higher welfare level compared to previous generations, social media and smartphones being in the middle of life, and global developments entering the country in a short time are the leading examples (H. Y. Taş & Kaçar, 2019). When we look at terms Turkey it is possible to say the following for the Z generation; it is a generation that has grown up with technology. Social media is indispensable for them in their lives, perhaps even at the center of their lives. Generation Z is a growing generation with more opportunities than other generations. The possibilities to improve themselves and to reach information in a very short time are very fast and high.

Born in a techno-cultural world, Generation Z can access and exchange information in a matter of seconds anywhere in the world. Generation Z is a generation that can be identified as addicted to technology. They have had a strong grasp of the internet since a young age, playing internet-based games, socializing with one another on this platform, loving to be online all the time, gathering information from the internet, and constantly sharing it. (Berkup, 2014). Although lumping Gen Y and Gen Z together could be easy because both generations are technology-driven, assuming they are the same will be a mistake. Gen Y and Gen Z grew up with two radically different parenting styles, both personal and work-related, which affect how they address problems (Sladek & Grabinder, 2018).

2.5.1. Z Generation's Work and Business Life Features

Generation Z has a highly motivated and entrepreneurial spirit. For this reason, meaningful works become more important for this generation. Parents of this generation have not been sufficiently appreciated in their workplaces before, and generation Z has seen this situation. Therefore; For the Z generation, loyalty is not limited to loyalty to the company. Loyalty is a mutual situation between the company and the employee (Taş & Kaçar, 2019, p. 658). They think everything in the world is possible and, thanks to their equipment, they can do everything. Their dependency on themselves is strong. They seem to be successful and imaginative. Thanks to modern technologies, they are expected to live longer and in better living conditions than previous generations (Berkup, 2014).

For traditional companies to work with these generations, they must establish a common ground. To prefer a simple management structure, to create applicable methodologies, and to create a mutually efficient and respectful relationship. It will help to gain new generation talents within the company (Taş & Kaçar, 2019). There are projections and expectations about Generation Z and working life in the literature at present. We are now commenting in this article on the assumptions and individuals from Generation Z who have just entered the business world.

Table 3. Generational Labels and Dates Reported in Different Sources.

Sources	Generation Studies				
Howe&Strauss, 1991	Silent Generation 1925-1943	Boom Generation 1943-1960	13th Generation 1961-1981	Millennial Generation 1982-2000	
Lancaster& Stillman, 2002	Traditionalists 1900-1945	Baby Boomers 1946-1964	Generation Xers 1965-1980	-Millennial Generation -Echo Boomer - Generation Y - Baby Busters - Generation Next 1981-1999	
Martin&Tulgan, 2002	Silent Generation 1925-1942	Baby Boomers 1946-1960	Generation X 1965-1977	Millennials 1978-2000	
Oblinger& Oblinger 2005	Matures - <1946	Baby Boomers 1947-1964	Gen-Xers 1965-1980	Gen-Y - NetGen - Millennials 1981- 1995	Post-Millennials 1995- At present
Tapscott, 1998		Baby Boom Generations 1946- 1964	Generation X 1965-1975	Digital Generation 1976-2000	
Zemke, Raines, & Filipczak, 1999	Veterans 1922- 1943	Baby Boomers 1943- 1960	Gen-Xers 1960- 1980	Nexters 1980- 1999	

Source: (Reeves, 2007, p. 3)

2.6. What are The Expectations of Generations from Management?

The world is constantly changing and innovating. Staying the same in this existing order will mean disappearing, especially for companies. Every event from the past to the present has affected its period. Affecting its period caused it to affect the generations born and living at that time. For this reason, it has been determined that people born in a certain period show similar characteristics. This is how we define this formation of the Generation Concept. Changes in social structures lead to the formation of different types of generations. With different generations starting to work within an organization, new perspectives are on the agenda. However, sometimes the different value judgments of generations raise the issue of not being able to communicate with each other and not being able to understand each other (Gör, 2013; Ayhün, 2013). Every employee is not unique in terms of their, education, skills needs, values, and expectations, but also in terms of their age and personal know-how such

differences are especially deeper between generations (Jiří, 2016). For example, according to Generation Z, there is no distinction between physical and virtual worlds. If a company is not active online, they assume the organization does not exist either. Where Generation Z is online, companies need to be active (Düzgün, 2020). Thus, the expectation of generation Z from the environment is shaped in this direction. Because this generation grew up in a world like this. The primary task of management levels is to have a sense of awareness about the characteristics of generational groups. At this point, managers should be very careful. Managers should analyze well the different characteristics that generations have. They should observe the positive, and negative sides. In this direction, they should take steps that will positively affect their motivation and increase their productivity (Gör, 2013). This generation is seen as more difficult to obtain than other generations, mentioning generation Z, which comes differently in the new order.

Generation Z, we may say aspires to advance and develop professionally. We see that they are a generation that is willing to resort to methods such as internships for this. Generation Z cares about working for themselves for a purpose. The feeling of being a part of something important. It's even possible they're prepared to get paid less for it (Jiří, 2016, p. 26). In managing generations, there will inevitably be administrative differences. In this context, the following elements are recommended to be considered by managers working at the management level (Gör, 2013).

- Groups of suggestions should be formed at work.
- Coaching/mentoring programs should be organized
- Social communication platforms must be installed to increase the levels of interaction of all generations.
- Importance must be given to teamwork.
- Orientation programs should be organized.
- Management should be unbiased.
- There should be frequent integration meetings
- In decision-making matters, new generations should be included.
- Idea workshops should be formed.
- Joint activities should be organized in which all generations will participate.
- Bureaucracy should be reduced and significance should be given to informal relations.

There is limited information regarding the Z generation in the literature. This generation is very new, so the attitudes and judgments of companies are just emerging. When you give millennials tough jobs, they are likely to perform well. Speed, customization, and interactivity will likely help Generation Y to focus (Martin & Tugan, 2003).

Do real leadership; generation Y parents were role models. The mothers and fathers of the generation Y constantly guided them. Now they are looking for honest and solid leaders they can trust in the workplace as well. Although they have a strong desire to be a leader, they first need a role model (Y Kuşağını Yönetmenin 6 Yolu, 2017). Management with the concept of "mentor" would be right for generation Y. Providing them with the right training opportunities and supporting their development will motivate them in the workplace.

Strive to raise your employees: Millennials want real opportunities. They run after projects that they can learn and improve themselves. The idea of "new things" excites them very much (Y Kuşağını Yönetmenin 6 Yolu, 2017). This generation is a generation that likes to be friends with the people they work with. Because social relationships are extremely important to them. They prefer to work with people they connect with and with whom they can communicate. Finally, Gen Y wants to make sure their ideas are respected. They want to know that their ideas are valuable, even if they are inexperienced in their work environment.

Generation X is a generation that has matured in terms of change, indicating that it is extremely adaptable. The period and period they live in have shaped this generation like this. To manage Generation X well, it should not be in a uniform management style of management. Responsibilities, a generation that does not run away from projects. Learning can have a motivating effect on them. Generation X often prefers less control and more autonomy in carrying out their job responsibilities. They have no difficulty using various forms of communication, online and face to face. Gen Xers have a wealth of professional expertise (How to Manage the 5 Generations in the Workplace, 2019).

Baby boomers are often hardworking. They are often a great source of knowledge about their industry and appreciate the chance to share their expertise. Managers should try to leverage the skills of the baby boom generation at this point and encourage them to guide and mentor younger employees (How to Manage the 5 Generations in the Workplace, 2019). Today, the vast majority of members of the silent generation are retired. We may state the following about the silent generation; they are not very familiar with the technology. It would be better

to communicate face to face to communicate with them more healthily. It will be motivating for them to realize that their experience has been utilized. Managers are advised to set a clear goal for this generation of employees. In this way, the silent generation works more effectively and target-oriented. The generational gap in the workplace refers to differences in behavior and viewpoint between groups of persons born at different times. Each generation grows up in a different environment, and as a result, their expectations in their social environment and business life may be different (How to Manage the 5 Generations in the Workplace, 2019). To avoid these generation gaps every workplace should have a good form of government. The importance of management emerges once again at this point.

Table 4. Performance and Preferences of Different Generations of Employees

	BABY BOOMERS	X	Y
MOTTO	“Work, and then you die.”	“Life first, work second.”	“Work as part of lifestyle.”
GENERAL CHARACTERISTICS	- Competitive - High stress - Hard working - Action oriented - Impatient - Personal growth - Personal gratification	- Pragmatic - Self sufficient - Seek work-life balance (work to life) - Impatient - Think globally - Self-reliant	- Confident - Sociable - Collective action - Multitasking - Need flexibility - Fun seeking - Education oriented
DOMINANT VALUE	- Tolerance - Authority - Achievement	- Stimulation - Self-direction - Achievement	- Stimulation - Self-direction
WORK ENVIRONMENT	- Office only-long hours	- Office, home-desires flexible schedule	- Office, home-desires flexible schedule
STRENGTHS	- Loyal - Hard working - Will to remain for a long time on one position - Good communicators. Deal well with body language	- Quickly adapt and learn - Direct communicators - Always want feedback - Great global awareness - Feel comfortable with technology, diversity	- Focused - Tenacious - Always willing to cooperate - They are open to innovation and different cultures - Easily adapt to changes in the environment
WEAKNESSES	- Do not like changes - Refuse to learn new skills - Tend to judge others if they disagree with them	- Don't like the rigid, strict work requirements - No long-term perspective- anytime can change their job - Usually impatient - Skeptical - Reject the rules	- Lack of discipline - Need supervision - Impatient - They want their work to be not only smooth, but also quick.
WORK ETHIC	- Logical - Do what it takes - Efficient	- Self-reliant - Independent - Task-oriented	- Multitasking - Explain why - Group oriented
RETENTION FACTORS	- Salary	- Salary/Security	- Personal relationship
COMMUNICATION	- In person - Face time	- As needed - Direct	- Instant messages - E-mail
FAMILY&WORK	- Work takes priority over all else	- Work-life balance	- If must choose, will select family and friends
MOTIVATORS	- Salary	- Security	- Maintain personal life
TECHNOLOGY	- E-mail primarily in the Office - Web use to “google”	- Uses mobile and laptop - Uses web to research, review etc. - Email/mobile 7/24	- Uses web to research and network - Uses of e-mail/instant messages/mobile 24/7
FEEDBACK	- Promotion/title - “Show me the money”	- Direct- “Tell me how I am doing”	- Seek approval/praise - Instantaneous
AUTHORITY	- Question authority	- Skeptical of authority	- Lines are blurred

LEARNING STYLES	- Traditional classroom learning extended to learning through participation, critical reflection and feedback	- Make it easy to Access the information and industry procedures - Highly receptive to e-learning series - Requires integration of technology and media in learning	- Why must I follow? - Personalized learning through customized environment - Requires integration of technology and media in learning(social network sites) - Informal, incidental learning
CAREER GOALS	- Build a perfect career	- Build a transferable career, variety of skills and experiences	- Build several parallel careers, have several jobs simultaneously
EMPLOYMENT EXPECTATIONS	- Believe in hierarchy and work their way up the ladder - They value face time in the Office and many of them don't welcome work flexibility or other work/life balance trends	- Independent, resourceful people, who value freedom and responsibility - Used to be cutting edge - Entrepreneurial, ambitious and eager to learn new skills	- They expect their opinions to be heard - They want to know their is valuable to the company - They want to be able to complete tasks using their own methods - Learning- oriented - They like working in teams and being coached, need lots of praise

Source: (Kicheva', 2017)

3. ORGANIZATION AND ORGANIZATIONAL CULTURE

Organization is an entity – such as a company, an institution, or an association – comprising one or more people and having a particular purpose. When viewed in a broader sense, the organization is a structure that includes a management structure that will enable individuals to work for a common purpose, a system arising from the combination of human and technology, and an authority and management relationship between employees (Güçlü, 2003). Culture is as important and complicated as it is difficult to comprehend and apply thoughtfully (Alvesson, 2013). Culture gives people feelings and intuition about what they should do and how they should behave. Organizational culture is the set of values and beliefs that shape the thoughts and behaviors of individuals in the organization (Güçlü, 2003).

Organizational culture, according to Schein (1997), is a set of fundamental ideas that a community forms, discovers, or develops as it learns to deal with external adaptation and internal integration challenges (Acar, 2012). Organizational culture is the set of values, expectations, and practices that guide and inform the activities of all members of the organization (Wong, 2020).

The importance of management in organizational culture emerges once again. Because it is the manager's job to preserve or manage the existing culture and turn the "culture" approach into a useful power. The role of "leader" emerges at this point. Transformational leaders often

try to change the culture in line with their vision, while transactional leaders tend to act within the boundaries and boundaries of the existing culture. At this point, it would be right to choose a leadership style according to the structure of the organization (Acar, 2012).

In organizations in Turkey, power and status, clan, prestige, loyalty and obedience draw attention as traditionally prominent cultural trends (Danışman, 2010). Especially in Turkey, we see that a leadership role that consists of "father-like leadership" with warm and sincere approaches is common in business life. As in this example, the general culture, beliefs and expectations of that nation play a big role in the leadership criteria. The concept of organizational culture in Turkey is of paramount importance. Approaching the understanding of management only in terms of culture; would be a shallow approach. There are many other dynamics that direct the management; organizational commitment, job satisfaction..

4. ORGANIZATIONAL COMMITMENT

4.1. Literature Review of Organizational Commitment

In 1960, Howard Becker was the first to conceptualize the theory of commitment. Although the concept of organizational commitment has increased in the literature recently, its foundations date back to the 19th century. In the early 1900s, Frederick Taylor (1914) stated that the "scientific management approach" would tend to stay in the organization of economically beneficial members (Sürücü & Maşlakçı, 2018). Since then, the concept of organizational commitment has been viewed with different meanings and interpreted in different ways. The reason for this is the changing world, the changing order, and of course the human who has acquired characteristics according to the period he is in. The concept of organizational commitment is defined as the bond a person feels towards the organization he or she is in, and the degree to which he or she adopts the organization's goals and norms (Allen & Meyer, 1996).

Meyer and Allen introduced a 3-stage model between 1991 and 1997. John Meyer and Natalie Allen developed their Three Component Model of Commitment and published it in the 1991 "Human Resource Management Review." Allen and Meyer commitment; emotional commitment, continuity commitment, and normative commitment (Allen & Meyer, 1996).

Affective Commitment: When you have a strong emotional connection to your organization and the work you do, you can say you love your job. Because it means you love the

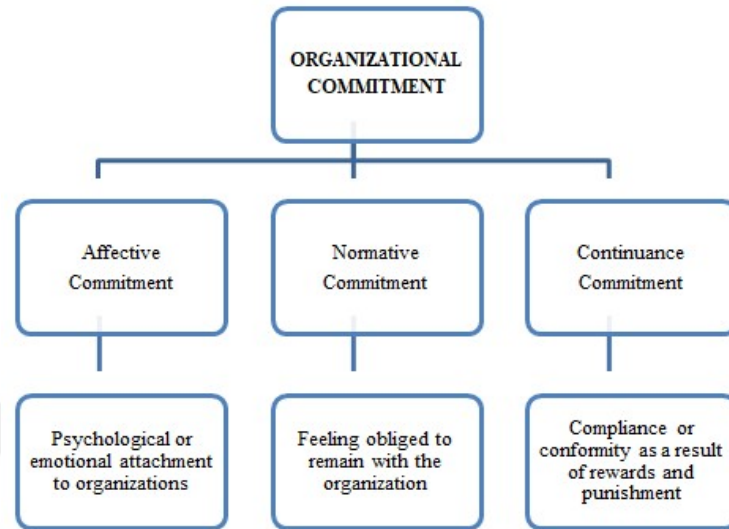
organization you work for; indicates that you are suitable to identify with the company's values. A sense of ownership develops here. Which means that you want to exist within the goals of the company.

As a result of positive work experiences, emotional connectedness develops. The development of emotional commitment also has a positive effect on productivity and increases the employee's job satisfaction (Allen & Meyer, 1996). Individuals see the organization they work with as a whole and try to act with team spirit and gain organizational gain. As a result of this effort, the strong feelings they feel towards their organizations cause individuals to increase their emotional loyalty. Individuals with high emotional commitment are happy and proud to be a part of their organization (Kosovalı & Şencan, 2017).

Normative Commitment: It occurs when you feel an obligation to your organization even if you are not satisfied with your position and situation in the organization or you are looking for better opportunities. Normative adherence; It is a type of commitment that develops with the employee's sense of appreciation for the organization's values and policies. This type of commitment, which is closely related to the concepts of commitment and loyalty to the organization, is based on moral feelings. Employees, who have strong normative loyalties, act with a sense of faithful loyalty due to the opportunities the organization offers them and the good they do (Öztürk, 2013).

Continuance Commitment: If the employee quits, he / she is aware of what he / she will face in positive and negative terms and thinks accordingly. How will his family react? I have invested in this business all these years, will my investments go to waste? For this reason, he says, "It is best to continue." (Sineorg, 2019). There are a number of individual and organizational factors that lead to the formation of continuity in employees. It is possible to list these factors that affect Continuance Commitment as abilities, relocation, individual investment, education, retirement premium, society, and other options (Allen & Meyer, 1996).

Figure 1. Three Types of Organizational Commitment



Source:*(Li et al., 2013, p. 48)*

The organizational commitment approach of Etzioni (1961); Following Etzioni's lead and more recent work by Kidron (1978), Gould (1979), and Angle and Perry (1981), define the three dimensions of organizational commitment to exploring Etzioni's model (Penley & Gould, 1988, p. 46).

- Moral commitment
- Calculative commitment
- Alienative commitment

Moral commitment; Acceptance of and identification with the organizational goal characterizes a moral commitment. Calculative commitment; represents the earlier-mentioned instrumental perspective on organizational commitment. It is the type of commitment that results from the individual's exchange relationship with the organization (Altın Gülova & Demirsoy, 2012).

Alienative commitment; refers to a negative attitude towards the organization that occurs when the employee's behavior is limited. It occurs in situations where the individual sees the organization as punitive and harmful (Özbek, 2019). Like moral commitment, is an emotional attachment to the organization (Penley & Gould, 1988). Penley and Gould's (1988) organizational commitment approach confirms Etzioni's three-dimensional approach (positive-moral commitment, neutral-calculating commitment, negative alienating

commitment) but emphasizes that there are some shortcomings (Penley & Gould, 1988). Moral commitment is about accepting the goals of the organization. The person identifies himself with these purposes.

In this type of commitment, the person devotes himself to the organization, feels responsible for the success of the organization and supports the organization. Calculative Commitment: It is a concept based on concepts such as reward and incentives. In this type of commitment, the organization is seen as a tool to reach certain rewards. Alienative commitment A person who is affiliated with the organization in this way, person think that the work done is given randomly rather than the quality and quantity (Varlı, 2014).

Table 5. Organizational commitment approaches in the literature

Allen&Meyer	- Affective Commitment - Normative Commitment - Continuance Commitment
Etzioni	- Moral commitment - Calculative commitment - Alienative commitment
O'Reilly&Chatman	- Compliance commitment - Identification - Internalization
Kanter	- Continuance commitment - Cohesion commitment - Control commitment

Source: (Özbek, 2019, p. 24)

O'Reilly and Chatman (1986) explained organizational commitment as the psychological attachment of an individual to the organization. According to the researchers, organizational commitment has 3 different dimensions; X,Y,Z

Compliance commitment; The main reason for the members' commitment and the attitudes and behaviors they display for this purpose is to obtain certain rewards and to eliminate certain penalties (Taş, 2012). Compliance includes giving consent or owning internal and specific rewards (Gül, 2002).

Identification; The second dimension of organizational commitment is based on the member's desire to remain a part of the organization. The member engages in close relationships with others. Thus, identification occurs when individuals associate their attitudes and behaviors with other members and groups in order to express themselves and provide satisfaction (Gül, n.d). The person is happy and proud to be a part of the group. Briefly; If the individual identifies with the organization's goals, ways of doing business and values, a state of commitment arises (Gül, 2002).

Internalization; It is the third and final commitment. It is entirely based on the harmony between individual and organizational values (Taş, 2012). Identification reflects the degree to which the individual accepts and adapts to the organization's perspectives (İnce & Gül, 2005). Kanter (1968) mentioned the concept of "attitudinal commitment". According to Kanter; "organizational commitment " occurs in two different systems. These; social system and personality system. In social systems, people's commitment consists of three bases. These; social control, group cohesiveness,' and continuation as an action system (Kanter, 1968).

Continuance commitment; It is the individual's remaining in the organization by maintaining his / her membership and commitment to the continuity of the organization (Gül, 2002). For example, a teenager may not accept control of her/his family, but this young individual wants to continue in the family system (Kanter, 1968). Indeed, one reason for the employee's thinking is that she or he believes that leaving will cost more than staying. In short, if the employee thinks that the cost of leaving the organization is higher than staying, in other words, if he/she finds it more profitable to stay in the organization; will show a commitment.

Cohesion commitment is a person's commitment to a group and the relationships within that group. It is an approach that includes positive emotions. Caring for each member of the group, being in a relationship, and feeling like they belong to the group will give the person emotional fulfillment. This table that has emerged; It will ensure the commitment of the individual to the organization. Affective ties bind members to the community, and gratifications come from involvement with all of the group's members (Kanter, 1968). Kanter's last type of commitment is; control commitment. Control commitment; Control commitment is that the individual is bound by organizational norms. In organizations where there is a commitment to control, members are in harmony with their own values and norms and the values and norms of the organization(Gül, 2002).

The importance of organizational commitment was highlighted in a general literature review. Recommendations were made to managers regarding the concept of commitment and its components were researched. There are many more studies in the literature on organizational commitment. Of course, a fixed approach is not possible. Because the concept of organizational commitment; process varies with many factors such as environment, personal factors and management attitude.

4.2. The Importance of Organizational Commitment

Today, companies want employees that they raise with their own culture. The reason of this; It is their connection with the company with important feelings such as loyalty. These important feelings of commitment are of great importance for the manager in the competitive world. The term Organizational Commitment stands out at this point. The individuals that make up the organization come together to identify and achieve a set of goals and these goals. The strength of an individual's identification with and involvement in a particular organization is defined here as organizational commitment (Porter, Steers & Boulian, 1973).

The concept of organizational commitment in a broad framework; It can be defined as “*the degree of identification and integration an individual feels towards a particular organization*” (Steers, 1977). For this reason, the higher the degree of identification of the individual with the institution, the higher the organizational commitment. Organizational commitment is a phenomenon related to employees' attitudes and behaviors towards work. The employee's commitment to the job, his identification with the job, and his compatibility with the job are all important factors. Organizational commitment refers to the psychological commitment of the employees to the organization (Demirel, 2009). Conceptually, the main reason for not reaching a consensus on the definition of organizational commitment is; The interest of different disciplines such as organizational behavior, organizational psychology and social psychology on the issue of organizational commitment is increasing day by day and researchers are trying to bring their own perspectives to the subject (İnce&Gül,2005). Organizations only when they have employees with high organizational commitment; They reach the goals they want to achieve more easily and become successful (Aka, 2018).

The human factor in organizations is an important issue in order to be successful in how organizations work and how they can be more productive. No matter how well the structure of the organization is, no matter how well it is known in its sector, the attitude and capacities of

individuals can affect or even change the institution they work for. It is a very difficult task to recruit the right personnel to the organization (Öztürk, 2013). As a result of all these definitions; actually we can pull this out. The most affiliated individual to the organization is the one with the lowest probability of leaving the organization.

4.3. Factors Affecting Organizational Commitment

4.3.1. Individual Factors Affecting Organizational Commitment

4.3.1.1. Personal Factors

Organizational commitment and personal factors are two intertwined concepts (Öztürk, 2013). The individual's personal reasons, outlook on the world, and thoughts directly affect his or her commitment to the organization. Personal factors affecting organizational commitment in researches; It focuses on age, gender, marital status, education level and length of service.

4.3.1.2. Age

In many studies in the literature, it has been found that as age increases, organizational commitment increases. Because it means increasing the age of the employee; It means the accumulation of labor in the organization, the increase in the chance of promotion, the possibility of wage increase, compensation, and habituation to the business and social environment. On the other hand, the older person may want to take less risk. According to Allen and Meyer, a consistent positive relationship was found between age and organizational commitment (Allen & Meyer, 1996).

4.3.1.3. Gender

Compared to the past, the place of women in working life is increasing day by day. There are two different views on organizational commitment. In some studies; It has been stated that the organizational commitment levels of women are higher than the organizational commitment levels of men and in some studies it is the opposite (İnce & Gül, 2005). "It is claimed that women attach more importance to their responsibilities at home than their responsibilities in working life such as being a mother, taking care of children and housework, and therefore women's organizational commitment levels may differ from men (Öztürk, 2013).

4.3.1.4. Marital Status

One of the debates in the literature; Married employees are more sensitive about continuing to work because they have more economic responsibilities. It is acknowledged that married employees with children will have a high level of normative and attendance commitment. In a study by Jena (108 people are not married, 132 people are married); He concluded that marital status has a significant effect on emotional commitment, that marital status has a significant effect on continuing commitment, and that marital status has a significant effect on normative commitment (Jena, 2014).

According to Öztürk, there is an opinion that married employees will feel more loyal to their organizations due to family responsibilities, having dependent parents and financial obligations to meet their needs (Öztürk, 2013).

Iverson and Buttigieg's work examines the multidimensionality of organizational commitment. According to this study, it is understood that married employees with children will have a high level of normative and attendance commitment (Iverson & Buttigieg, 1999).

4.3.1.5. Level of education

One factor that affects organizational commitment is the level of education. There are different approaches about "education level" in the literature. According to the researches in the literature; The organizational commitment of the highly educated employees is lower compared to the less educated employees. The reason for this is that employees with a high level of education; it is their belief that they can easily find new job opportunities for themselves. Increasing the education level of the employees increases their expectations from the organization in which they work (Aka, 2017).

According to studies suggesting that there is a negative relationship between educational level and organizational commitment; As the level of education increases, the commitment to the organization decreases. As the education level increases, the expectations of the person from business life also increase (İnce & Gül, 2005).

4.3.1.6. Years of work

As the time worked in the organization increases, the employee's investment in the organization increases and it becomes more attractive to stay in the organization in order not to lose the investments made (İnce & Gül, 2005). Allen and Meyer found a positive

relationship between organizational commitment and seniority, which increases satisfaction as a result of the rise in status, when considering time spent in the organization (Ok, 2019).

4.3.2. Organizational Factors Affecting Organizational Commitment

4.3.2.1. Organization culture

Just as every society has its own culture, every organization has its own culture. If this culture is reflected on the employee in positive ways; More precisely, if the employee identifies himself with this "culture". It reflects positively on organizational commitment. Many studies have looked into the relationship between organizational culture and commitment. Most of these studies show that these two dynamics have a positive relationship with each other (Aranki, Suifan & Sweis, 2019).

4.3.2.2. Importance of the Work

Human resources in organizations are a valuable human capital. Therefore, human resources, especially with new young people, should be important and the importance of every work done should be emphasized (Tavassoli, 2015). The individual who feels how important and valuable her work is will believe that she/he will take her organization further and work with even more devotion. this situation; It will lead to an increase in organizational commitment. On the other hand, regarding the work they do to your employees in the company; It will be even more binding for them to give them the power to plan and control. Increasing such powers causes the loyalty of the employees to increase (İnce & Gül, 2005).

4.3.2.3. Wage Level

When we approach in a psychological dimension; People need to earn money to meet their basic and social needs. It is this impulse that underlies people's work. Earning more means more comfort. The more the individual finds the wage policy of the organization's management fair and balanced, the higher his commitment will be. Especially for senior employees, wage is a very important factor affecting organizational commitment(Cohen, 1992). Here, the company's "fair" wage policy is important. If the company employee thinks that he / she cannot get the salary he / she deserves, his / her commitment will be less. On the other hand, managers must reward and encourage success. Although this movement causes motivation; It will also cause the perception that "there is a reward for what I have done in this workplace". Personal factors are more important for low-wage employees and organizational factors for high-wage employees (Özbek, 2019).

4.3.2.4. Management Style and Leadership

- Leadership (Ward, 2020);
- May or may not be a manager
- Creates an inspiring vision of the future.
- Creates innovation
- It needs to motivate its followers

The management and leadership styles exhibited by managers in organizations affect the commitment of employees to the goals and values of the organization. Top management's approach to employees is an important factor for loyalty. High commitment cannot be expected from an individual working under an oppressive and controlling management. Because in this management, the individual cannot express himself or come up with new ideas (Gündoğan, 2009). If the individual sees the perception of "leadership" in her/his manager, she/he will be more connected and will follow her.

A person who is satisfied with his needs feels indebted to his manager, is grateful and more attached to the organization. Otherwise, even if the employee continues to work in the organization, the reason for this is not in the normative dimension, but in the emotional or need-dimension (Gündoğan, 2009).

4.3.2.5. Team work

Teamwork can be important for the organization in many ways. More than one approach to a problem that arises will benefit the manager and the organization. On the other hand, it will bring different perspectives. Teamwork brings sharing and communication with it. The person working as a team feels part of the team. And he/she tries to do his job in a more efficient and motivating way.

The more joint decisions are made within a team, the greater the organizational commitment of the members (Korsgaard, Schweiger & Sapienza, 1995). A sense of connecting, communicating and succeeding in the group; will also increase loyalty to the company. If the manager does not see himself as part of the team and rejects it, then an important part is missing in this system (Öztürk, 2013).

4.3.2.6. Career Opportunities

The concept of career as a whole, in terms of the individual, progress in a profession, and the development of the individual in this process; consists of a combination of satisfaction from this development and, finally, social status (Ersöz & Şahin, 2020).

Rousseau (1998) suggested two ways to strengthen organizational commitment.

1. Organizations can improve their perceptions of organizational commitment.
2. They can help employees with their career goals; They can reinforce their employees' career development activities through promotion and salary. In this way, they can achieve higher organizational commitment(Rousseau, 1998).

Providing career development opportunities to employees within the organization is a prominent element in choosing a job, especially for the new generations. Organizations that excel due to the success of their career development programs attract the best qualified employees, keep them for a long time, and outperform the competition (Hirsh, 2007).

4.4. Generations and Organizational Commitment Relations

Each generation was born in a different period and was influenced by different characteristics. The "different" concepts they are affected by; It also greatly influenced their perspective on social life and work attitudes. In the literature; There are many studies that measure the concept of organizational commitment and generation. Each generation has its own organizational commitment criteria. All generations see their generations as reliable in terms of commitment within the organization. But Baby Boomers employees find younger generations less reliable (Ayhün, 2013).

In the study of D'Amato and Herzfeldt (2008); Representing the Baby Boomer generation and the X generation, the research results are as follows; Younger generation managers are less willing to stay in the same organization and their organizational commitment is lower. (The relationship of organizational commitment was examined on 1666 European managers.) The Baby Boomer generation was found to have a higher level of organizational commitment in the study (D'Amato & Herzfeldt, 2008). Daboval compared organizational commitment with GenXers in 1998; Daboval concluded that organizational commitment was higher for the Boomers generation (Daboval, 1998).

According to Aka (2017); It has been determined that the generation with the highest organizational commitment level is the Baby Boom generation. It is acknowledged that with the advancement of the employee's age, the attractiveness of other organizations and job alternatives will decrease as the opportunities such as promotion, wage increase, and deserved compensation increase, and the commitment of employees to their organizations increases (Aka,2017).

Another study belongs to Chen and Choi (2008) The following results have been revealed in the study he conducted on 398 administrators in the USA; The organizational commitment of the Y generation is lower than the previous generations. It was concluded that the X generation is also lower than the previous generations. Chen & Choi stated that the expectations from the business world gradually increased and when the situation was not met, the decision of people to change their job gradually increased(Chen & Choi,2008). Each generation exhibits a work attitude in line with the period in which they grew up, and in general; Considering the difficulties of the baby boomer generation, it is seen that they do not worry about the long hours they work and they work with a high sense of loyalty. The situation is slightly different for the members of the X generation.

For the members of the Y generation, it can be said that they are a generation that is more fond of their freedom and waiting to be understood. The feelings of loyalty of the Y generation are weak compared to the previous generations and they attract attention with their disapproval of authority. Generation Z, on the other hand, is a generation that prioritizes individuality. The foresight of many researchers for this generation is that generation z will not hesitate to change jobs easily(Allen & Meyer, 1996; Eberz, 2019; Erden Ayhün, 2013). Hatipoğlu and Dundar in their study of X and Y generation organizational commitment; They emphasized that every employee working in the field of human resources today should carry out studies to ensure the loyalty of the Y generation(Hatipoğlu & Dünder, 2018). From a general perspective; Individuals of each generation carry the characteristics of the period in which they grew up. Individuals are shaped according to the conditions of the period in which they grew up. This shaping is reflected in the individual's thoughts and decision-making situations.

Organizational commitment is the psychological commitment that an employee feels to his job or organization. Organizational commitment has positive effects on the organization. However, it is observed that organizational commitment gradually decreases as we move from

past generations to new generations. There are many factors that affect organizational commitment. Job satisfaction, which occurs as a result of the benefits offered by the organization, is an important part of the individual's commitment to the organization. Organizational commitment and job satisfaction are two interrelated dynamics. While job satisfaction deals with the attitudes of the employee about his/her job, organizational commitment gives importance to the attitudes of the employee about the organization. It is an unavoidable behavior for employees to develop emotional reactions to the work they are doing. The thoughts, feelings and attitudes of the employee about his job generally reflect his job satisfaction and this satisfaction affects his organizational commitment (Bilgiç, 2021).

5. JOB SATISFACTION

There are many definitions for the concept of job satisfaction in the literature. In today's business world, decreasing job satisfaction of individuals is observed. From this point of view, job satisfaction has been one of the most researched and emphasized definitions in the literature. The satisfaction or dissatisfaction achieved by the employees within the organization also affects their lives. A person spends a large part of his day in the work environment and as a result of this situation, he reflects his emotional state related to work to the rest of his life. These reflections, which also affect the physical and mental health, are positively affected if the level of satisfaction is high; If there is a contrary situation, it makes itself felt negatively (Hatipoğlu & Dündar, 2018). Job satisfaction can also be described as the size of the pleasure that employees get from their job. Shows the inner peace and comfort of the employee. Dissatisfaction with the job is anxious for the employee and can lead to negative feelings (Aksu, Acuner & Tabak, 2002).

It is important that job satisfaction is one of the priority issues for companies that want to ensure continuity and to make progress within the organization (Özcan & Bayarçelik, n.d.). Employees' perceptions of how well their job provides those things that are viewed as important determine job satisfaction (Luthans, 2011). Job satisfaction is a subject that is frequently studied in the literature. Because it is critical for the organization and has an importance that needs to be investigated, especially for managers. The employee who is satisfied with the working conditions will have a high level of morale, so job satisfaction will increase. As a natural consequence of this; It will increase employee productivity,

productivity and creativity(Jafarova & Sağlam, 2018). Job satisfaction is the whole of “positive effects or feelings that a person has towards his/her job”(Feldman, 1983). The less the difference between the expectations of the person and the job given to his/her, the higher the job satisfaction (Bilgiç, 2021). People make an assessment against the institutions in which they work. These reactions can be good or bad, positive or negative. The situation that emerges as a result of this evaluation is reflected in the job satisfaction of the person (Judge et al., 2009). Job satisfaction can be attributed to two main elements in the general framework. The first of the elements is the personal situation of the individual; The structure of the individual, his feelings, thoughts, wishes are related to his individual needs. At one point, they are physical, psychological, and safety needs and their priorities. The second factor affecting satisfaction, and conditions for work. It is the physical and psychological conditions for the job and the extent to which these conditions meet the expectations of the individual. Satisfaction will be high in proportion to the extent to which the conditions meet the expectations (Blegen, 1993; S. B. Kök, 2006). A person experiences many positive and negative emotions in business life. Positive emotions experienced by the person as a result of his evaluation of his job; leads to job satisfaction (Vroom, 1964).

Organizational culture, which has an important place in the development and survival of organizations, is related to how employees perceive the organization they are affiliated with. It is not about whether they like the features of the organization or not. According to Erkmen and Şencan, there are other factors related to job satisfaction apart from individual-organization harmony. These factors are; The size of the organization can be listed under the social conditions. Organizational size is generally inversely related to job satisfaction. It is seen that as organizations expand, job satisfaction decreases unless there is a regulatory application. Because as the organization expands, communication and sharing decrease. Employees feel that they have lost control over the events that affect them, as their decision-making power is removed (Erkmen & Şencan, 1994).

Job satisfaction ultimately refers to human experiences and emotions, the relationship between the person who has these feelings and experiences and their job and a work environment. The concept of job satisfaction may differ from person to person. While one of the two people doing the same job is satisfied with the job, the other employee may not be satisfied with the job. This may differ according to the individual (Kök, 2006).

Farmer and Richman (1975) state that individual needs, skills, hopes, achievement, self-awareness, self-respect and general thinking level of the person are effective in personal situation. It has been found that people who are self-confident and have a high sense of self-actualization are more likely to be satisfied. In terms of work, the nature of the job, salary, promotion opportunities, acceptance, supervision, co-workers, organization and management are seen as effective (Kök, 2006).

There are many different approaches to job satisfaction. However, the nature of the job, manager, management policy, colleagues, wage dimensions, which are often the subject of the literature, are mentioned. This study has been examined with the idea that whether new information related to the theory can be reached in the field of literature and that it can give similar or different results that support the results of the studies in the field of literature.

5.1. Job Satisfaction Theories

Job satisfaction is a psychological state. For this reason, exact measurement is not possible. Although there are different approaches to job satisfaction, the common point of all these approaches is that the concept of job satisfaction is handled in a multidimensional way (S. B. Kök, 2006). Although motivation and job satisfaction are different concepts, they can sometimes be used as synonyms. The concepts of satisfaction and motivation are intertwined in motivation theories that explain that people will experience the feeling of satisfaction by meeting their needs and be motivated for other needs (Kesici, 2006). It is observed in many studies in the literature that the motivation factor directly affects job satisfaction. For this reason, while some of the theoretical contributions to motivation in the literature focus on the scope of internal and external factors that determine motivation; Alderfer, 1972; Herzberg, 1966; Maslow, 1943; McClelland, 1961. Others focused on the process part that creates these factors; Adams, 1963; Locke, 1968; Vroom, 1964; Porter & Lawler, 1968.

5.1.1. Needs Theories: (Maslow's Theory of Needs)

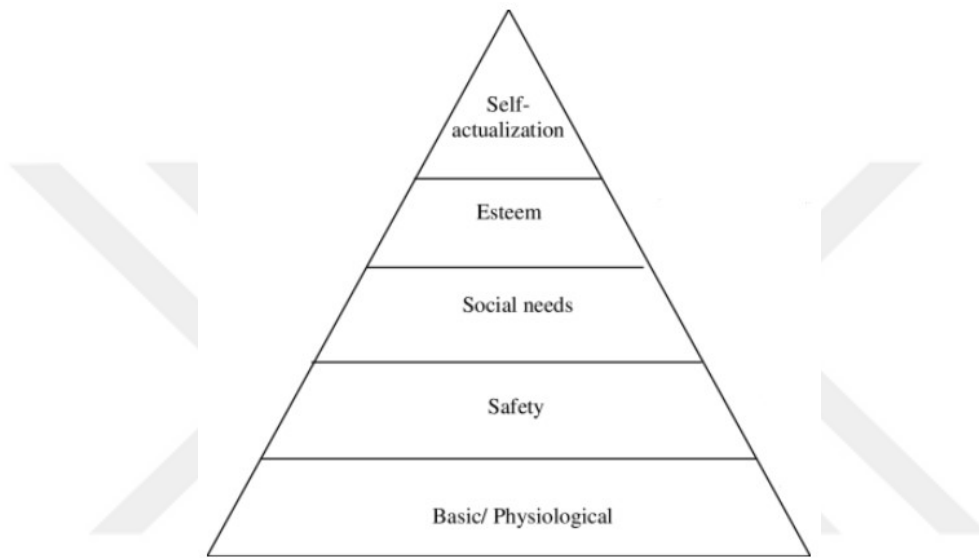
This theory is the beginning of motivation theories. There is a hierarchical arrangement of human needs and since this order of needs is met, the level of satisfaction of the individual will increase. What is satisfied will serve as a motivation for the individual.

Maslow divided these needs into five groups according to their importance;

- Physiological needs.

- Safety needs.
- Social needs.
- Esteem needs.
- Self-actualization needs.

Figure 2. Maslow's Hierarchy of Needs



5.1.1.1. Physiological needs

It contains the most basic requirements. These most basic human survival needs include food and water, adequate rest, clothing and shelter, general health and reproduction. According to Maslow's hypothesis, these basic physiological needs must be met before people may progress to the next stage of fulfillment (*A Guide to the 5 Levels of Maslow's Hierarchy of Needs -MasterClass*, 2021). At this point, it is important for the individual to receive an adequate wage in order to meet his/her most basic needs.

5.1.1.2. Safety needs

Positive results regarding the motivation of living things are seen only in places where they feel safe (Gül, 2021).

5.1.1.3. Social Needs

Social need is in the middle of the triangle. The content of social need; concepts such as friendship, intimacy, trust, friendship. Interpersonal communication is a motivating factor for people (Mcleod, 2018). For example, being a part of a group will create a sense of belonging

to the individuals working in that organization. This sense of belonging will have a positive effect on the psychological state of the person, such as not changing jobs easily and motivation level.

5.1.1.4. Esteem needs

Self-esteem can be divided into two sorts, according to Maslow: esteem based on other people's respect and acknowledgement, and esteem based on your own self-assessment (*A Guide to the 5 Levels of Maslow's Hierarchy of Needs - MasterClass*, 2021).

5.1.1.5. Self-realization Needs

The realization of personal potential, self-realization, personal growth and the pursuit of peak experiences are included in this need (*Maslow's Hierarchy of Needs – Research History*, 2021; Mcleod, 2018).

5.1.2. Herzberg's dual factor theory

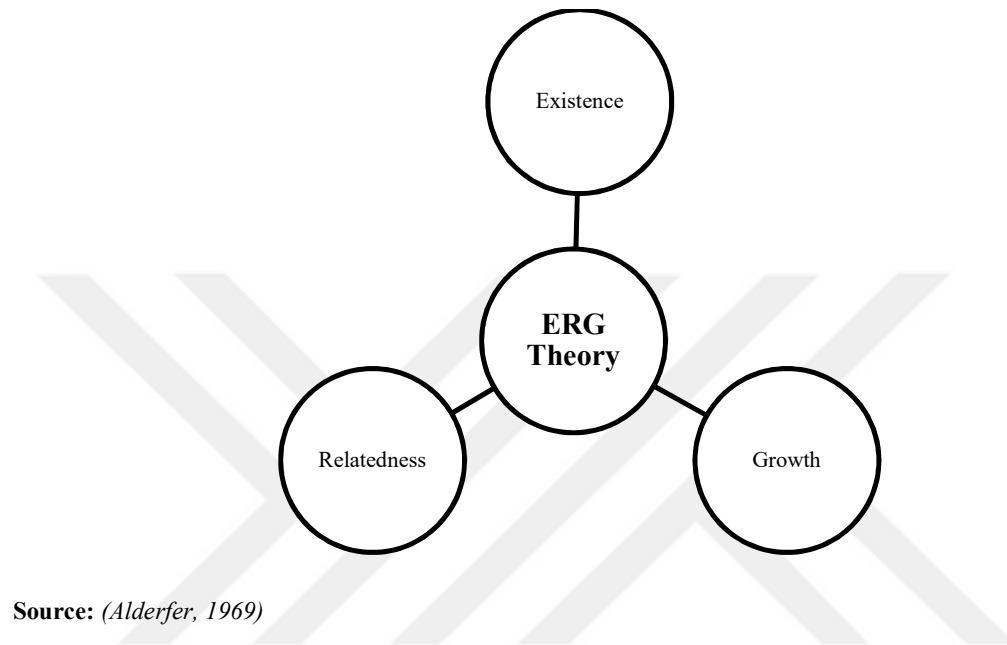
This hypothesis implies that, evolutionarily, job satisfaction is not simply the reciprocal of job dissatisfaction (Kurt, 2005). The purpose of Herzberg's two-factor theory; It aimed to find out what motivates the employee more in the work environment (Kaya et al., 2013). Herzberg suggested that satisfaction and dissatisfaction arise from different factors. According to Herzberg, these are not simply opposing reactions to the same factors as previously believed. Herzberg's model essentially accepts that job satisfaction is not a one-dimensional concept. According to this model, two variables are needed to fully examine job satisfaction. These variables are; hygiene factors and motivation factors. Hygiene factors; company policies, supervision, relationships, work conditions, remuneration, salary, security. Motivation factors; achievement, recognition, the work itself, responsibility, advancement, growth (MacPherson, 2021).

5.1.3. Alderfer Needs Theory

Clayton Alderfer was an American psychologist who worked at Yale and Rutgers Universities. Basic human wants, according to Alderfer, can be divided into three categories: existence, relatedness, and growth. It is referred to as ERG theory in the literature. Alderfer argued that human needs could be bidirectional, not top-down like Maslow. These three basic needs have a feature that can affect the individual at the same time (Başaran, 2003). The main

reason why Clayton Alderfer simplifies this hierarchy of needs is that Maslow's hierarchy of needs is not suitable for real life.

Figure 3. Alderfer ERG Theory



Source: (Alderfer, 1969)

5.1.4. Existence

Existence; relates to basic requirements. This need includes the physiological (food, water, etc.) needs that ensure the continuation of human nature and existence, and the needs for protection and security (Tekin & Görgülü, 2018).

5.1.4.1. Relatedness

Relationship needs include sharing one's feelings and thoughts with other people and being satisfied in an effective communication process (Tekin & Görgülü, 2018).

5.1.4.2. Growth

This need is related to parts of Maslow's esteem needs (such as self-esteem and achievement) and self-actualization needs (such as morality, creativity, problem-solving, and exploration) In summary, this need corresponds to the individual's relational needs, belongingness and love needs, development needs correspond to the need for status and prestige and the need for self-actualization (Alderfer, 1969).

5.1.5. McClelland's Theory of the Three Needs (Achievement Needs)

David McClelland wrote "The Achieving Society" in 1961. handled my work. In this study, he identified three sources of motivation that he thought each individual had. These motivational sources are;

-need for achievement

-need for affiliation

-need for power

5.1.5.1. Need for Achievement

The need for success is the urge to achieve something in what you do. People aim to bring themselves to a certain level of equipment in order to achieve certain goals in working life. McClelland (1965) suggested that people with a high desire to achieve exhibit some similar behaviors (Gül, 2021). The success factor is something that satisfies many people. This factor gains importance in terms of job satisfaction.

5.1.5.2. Need for Affiliation

A person's desire to have interpersonal and social ties with others or a certain group of individuals is known as this need. In 1991, Winter summarized some of the behavioral patterns of people in order to gain a place in society in a general framework. According to this approach of Winter; people approach the people in their environment sincerely. In order not to lose the social circle around them, they want to keep these relationships well. People tend to establish sincere ties with their social environment and sincerely want to support the individuals around them (Gül, 2021).

5.1.5.3. Need for Power

The need for power has emerged as a person's desire to have control and authority over another person and to influence their decisions according to their own needs or desires. These people are strong leaders or may be best suited for leadership. Individuals motivated by the need for power have a desire to control and influence others. Competition is a motivating factor for them. They enjoy arguing at work or in their social circles and being justified as a result of this discussion (Kukreja, 2022).

5.1.6. The Vroom Model

The theory was introduced to the literature by Victor Vroom of Yale University, School of Management. People think that they can reach their dreams as a result of their efforts to achieve their goals. According to the example given by Gül, if an employee believes that promotion is possible through working overtime, he will act in this direction (Gül, 2021). According to Vroom, the individual's willingness for a result and the expectation that he will achieve the result with his effort will lead him to achieve that result. In this way, the job satisfaction of the individual will increase. At the end of this process, the performance of the individual will increase in direct proportion to the job satisfaction of the individual (Bölükbaşı, 2009). When we look at this theory in general; In order to ensure job satisfaction of the employee, the institution must meet the expectations of the employee. Employees with high performance levels should be rewarded and motivated. In this way, individuals will reach a high degree of job satisfaction and an efficient and enthusiastic working environment will be created. At this point, the approach of managers and organizations to employees is extremely important.

5.1.7. Lawler and Porter's Theory

This model was proposed by Lyman Porter and E.E Lawler in 1973. This model is actually a combination of many previous models. The basic framework of the model consists of some expectations from the organization as a result of the positive performance of the employees. If he encounters an unjust feeling in the organization as a result of the effort he has given, this will cause dissatisfaction in the individual. In this theory, rather than the achievements of the employee, how the gains feel is reflected in the level of satisfaction (B. Gül, 2021; Tetik et al., n.d.). The basis of this theory is based on the comparison between the individual's expectations from the job and what she/he has achieved (Tetik, Uçar & Yalçın, 2008).

5.1.8. Adams' Equity Theory

According to Adams' Equity Theory, a fair balance must be struck between an employee's inputs (hard effort, skill level, acceptance, excitement, and so on) and outputs (salary, benefits, intangibles such as recognition) (*Adams' Equity Theory - Leadership Skills Training from MindTools.Com*, n.d.). The input and output ratio mentioned in this theory; is a factor in job satisfaction. The main factor affecting the job satisfaction level of the person is self-evaluation within the team (Gül, 2021).

5.1.9. Edwin Locke's Theory

The more the employee receives the results they value, the more satisfied they are; The less they receive as a result they value, the less job satisfaction they have. The mismatch between the current aspects of the job and the desired direction of the employee creates job dissatisfaction.

5.2. The Importance of Job Satisfaction

In today's rapidly increasing competitive environment; In order not to lose their employees, companies have to better understand their expectations and meet these expectations (Özbek, 2019). Job satisfaction; It is a pleasing emotional state that emerges as a result of the individual's evaluation that his or her job facilitates the achievement or achievement of work values (Locke, 1969). The more important job satisfaction is to the employee, the more important it is to the employer. It is an important factor for the employee to stay in the company. For the employer, it is an important factor in keeping the employee and ensuring that they work efficiently.

Job dissatisfaction; It is the dissatisfied emotional state that results from the evaluation of the individual as preventing them from reaching work values (Locke, 1969). For this reason, it is extremely important to create job satisfaction for employees. If the employee is satisfied in the working environment, the satisfaction level of the employee is high, and if it is negative, the satisfaction level is low. Employees with low job satisfaction cannot do their job well and look for ways to leave the organization; As a result of this situation, it harms the institution by increasing the employee turnover of the institution (Özbek, 2019). Job satisfaction and organizational commitment are crucial factors in determining whether employees will stay or depart. Therefore, job satisfaction should be examined in a good way.

Job satisfaction is often determined by how well results meet expectations. For example, if individuals working in the organization think that they work much more in their department but receive less rewards, they will likely have a negative attitude towards their job and their boss (Luthans, 2011). When job satisfaction is achieved, employees love their jobs, are connected to their jobs with high moral motivation and can establish a bond with the institution they work for. The fact that employees love their job will affect their motivation and productivity on the job. Thus, it will increase performance. The contribution of the employees whose performance increases to the organization will also increase in the same

way. Organizations with employees with high job satisfaction will be more advantageous than their competitors due to their high productivity and performance (Karcıoğlu, Timuroğlu & Çınar, 2009).

Managers' knowledge of the factors affecting the job satisfaction of employees and including these factors in management practices can contribute to their success (Eroğlu, 2011). The fact that the satisfaction levels of the employees working in the organization are not high does not only affect the employees. As a result of the employee's job dissatisfaction, it also affects the team he is connected to, thus damaging the team spirit. For this reason, the organizational goals and coordination of the manager decrease. Job satisfaction is important in many respects both for the institution, for the manager and for the employee. It is not possible to attribute job satisfaction to a single factor. There are many factors affecting job satisfaction.

5.3. Factors Affecting Job Satisfaction

Job satisfaction is not just about the employee himself. The dignity of the job, pay, leave and vacation opportunities, work environment, working hours, respect, trust, appreciation, cooperation, management style, etc. characteristics are among the factors affecting job satisfaction (Özbek, 2019).

Internal and external factors affecting job satisfaction were classified into two categories by Porter and Lawler (1968). Internal satisfaction factors; is related to the work itself, for example; sense of accomplishment, sense of independence, sense of self-confidence, sense of victory, feedback, sense of control, and other similar emotions derived from work. External satisfaction factors are not directly related to the job itself. External satisfaction factors; compliments from the supervisor, good relations with co-workers, a good working environment, high salary, welfare and so on (Soysal & Tan, 2013).

According to Locke (1969), there are some elements that provide job satisfaction. Some of these elements can be listed as follows; individual attention, doing things that can lead to success, motivation, obtaining a prestigious career, working environment, salary, promotion opportunity, role conflict and absence of ambiguity (Özbek, 2019). However, if we need to examine the literature in general, it is possible to divide job satisfaction into two groups. There are individual factors affecting job satisfaction and organizational factors affecting job satisfaction. These two factors have an important place in the literature. Individual factors or personal factors are factors that enable individuals to achieve different levels of satisfaction.

Age, gender, marital status, education level, professional position and seniority, personality, intelligence, length of service and similar factors. Organizational factors; It's about the nature of the job. For example, management style and control style, sense of security, communication, salary, opportunities for advancement and promotion, competition, working conditions, people working together, and organizational environment (Akıncı, 2002). Determining the factors affecting the job satisfaction of the employees in the institutions will prevent the unnecessary spending of money, effort and time, that is, job loss. According to Luthans (1994), there are five job dimensions that affect job satisfaction and show important job characteristics (Aka, 2017).

- The job itself
- Wage
- Promotion opportunity
- Management
- Work friends

Ryzin (2011) stated that various personal factors such as age, gender, race, education, organizational belonging and other factors such as work-family balance, work motivation and person-organization harmony affect job satisfaction in organizations (Soysal & Tan, 2013).

5.3.1. Individual Factors Affecting Job Satisfaction

Personal characteristics of individuals play a very important role in their satisfaction at work. For example, pessimists and people with negative attitudes will complain about everything, including work. Job satisfaction affects the material and moral satisfaction of employees. This situation directly affects the psychological state of the employees (Ok, 2019).

Employees with high job satisfaction show more effort towards their jobs and show more diligent behavior while fulfilling their responsibilities, while employees with low job satisfaction are distressed, unhappy and nervous (Aka, 2017). At this point, it can be seen that individual behaviors directly affect job satisfaction.

5.3.1.1. Age

It is anticipated that as an employee grows older, he or she will be paid more and enjoy more benefits. According to the results of the studies, the level of satisfaction usually reaches its maximum level in the 30s, decreases in the 40s and increases again in the 50s (Aka, 2017).

Age groups of employees affect their attitudes and approaches towards their work. Younger employees experience difficulties in the job they started for the first time. They have a high desire to work in jobs that best suit their abilities. Employees who can fulfill these demands will have high job satisfaction, but those who believe that they are not working in jobs that match their abilities will have lower job satisfaction (Güven et al., 2005). According to Eren, middle-aged workers are people who are accustomed to work work patterns to a certain extent. Job satisfaction of middle-aged workers will be easier than younger ones (Eren, 1998).

5.3.1.2. Gender

To the people in the society we live in; Traditionally, women were given social duties such as taking care of the housework and taking care of their children, while men were given social duties such as contributing to the house financially. Some studies in the literature show that women's job satisfaction levels are lower than men because they have roles such as motherhood and being a wife. On the other hand, in other studies, it was concluded that women who work in bad conditions have higher job satisfaction than men (Özbek, 2019).

5.3.1.3. Education Level

People's education levels affect their perspectives on events and situations. From this point, we can reach the following conclusion; People's education levels affect their job satisfaction levels. Numerous studies show that people compare what they earn with their own education with what other people earn in terms of education level. Job satisfaction if they reach equality or a positive result according to them; On the contrary, it reveals that they have reached job dissatisfaction (Kesici, 2006).

5.3.1.4. Tenure

In a study conducted in the literature, employees who worked in a business for less than 3 years stated more satisfaction than those who worked in the business for 3-6 years, while those who worked for 7 years or more stated the highest job satisfaction (Petty, Brewer & Brown, 2005). In a study by Gilmer in 1975, he analyzed that job satisfaction is high after the first job entry. It was determined that this level decreased with the elapsed time. He then explained this level of decline in two ways. Those who get a job for the first time after graduating from their school; If the desires and expectations to be successful at work cannot be realized after a while, this reduces the person's dissatisfaction with his work. The second reason, depending on the first, maybe the attitude of superiors or colleagues at work to prove

that the job is not as easy as it seems by piling all the hard work on this inexperienced person (Tahta, 1995).

5.3.1.5. Marital status

As the responsibilities of people increase with marriage, a regular business life becomes important for the person. For this reason, a married employee shows a more stable performance at work (Özkalp, 2001). Studies in the literature show that married workers have less absenteeism, less intention to leave, and more job satisfaction (Lam, Zhang & Baum, 2001).

5.3.2. Organizational Factors Affecting Job Satisfaction

If we only look at the individual's job satisfaction measurement from an individual point of view, we will get an incomplete result. Employee work satisfaction is influenced by a variety of factors, including both individual and organizational influences. For this reason, it would be a more correct approach to analyze the concept of job satisfaction from a multidimensional perspective.

5.3.2.1. Salaries and Wages

Wages and salaries are also a major factor in the job satisfaction of the employee. Studies on job satisfaction show wages as one of the main factors of satisfaction and dissatisfaction. The adequacy of the wage enables the employee to look to the future with confidence. This factor is also reflected in the individual's job satisfaction (Tetik, Uçar & Yalçın, 2008). The issue of wages should not be viewed only from a material point of view. This will result in job satisfaction as higher wages are considered a symbol of success in large organizational structures. With the wage they receive, individuals meet both their economic needs and their spiritual needs such as respectability and honor in society (Özbek, 2019).

5.3.2.2. Career Opportunities

As employees specialize in what they do, they will want to gain new experiences. Promotion opportunity, periodic and fair positions are some of the factors that positively affect job satisfaction. The opportunity for promotion in organizations increases the motivation of the employees and arouses the desire to move to a higher position. On the other hand, if a successful person works for a company and there isn't enough room for all of the top positions that need to be filled, the employee's motivation will suffer. At this point, managers need to

prepare conditions that will evaluate the productivity of employees in a good way (Poyraz & Kama,2008). As employees gain experience, they expect the opportunity to gain much responsibility and prestige and to be placed in higher positions. The work of the employee becomes monotonous after a while and the current authorities and responsibilities are insufficient for him. In this case, the employee will not experience job satisfaction, even if it is financially advantageous.

5.3.2.3. Working Conditions and Safety

The work environment in which employees work greatly affects their job satisfaction. Job satisfaction can be defined as “the individual's reaction to the work environment”(Mete & Karahan, 2014). Working working hours can affect his non-working social life and psychological state. Overtime and long working hours will lead to stress and job dissatisfaction (Küçük, 2014).The work environment offered to employees in the workplace; cafeteria service, social area, additional services provided to the employees positively affect the motivation and job satisfaction of the employees.

5.3.2.4. Fair Distribution Of Tasks Within The Organization

A person's level of satisfaction in an organization is related to the fairness level of that workplace. Otherwise, the individual thinks that no matter how hard he tries or how successful he is, he will never get the reward of his labor. At this point, job dissatisfaction emerges (Karaman & Altunoğlu, 2007).

5.3.2.5. Adequacy Of Technical Tools

Equipment is of great importance for an employee in an organization. It will be important for businesses to choose the right equipment in the workplace in terms of both work efficiency and time. The fact that the employee can simply utilize and access the equipment will boost their productivity and job satisfaction at this point.

5.3.2.6. Management Style

The manager is an important factor in the individual's job satisfaction. In today's management approach; Making the individual have a say in administrative decisions and participation in management has been an important strategy to increase their efficiency. Especially in recent times, the perception of the manager; showed a transition towards leadership management. Managers should make arrangements that will enable employees to participate in the

decisions to be made in the workplace and allow them to reveal their energies in the workplace (Bozkurt & Bozkurt, 2008).

6. CYNICISM

Each generation gains an individual perspective, under the influence of its own period and conditions. For these reasons, the values and attitudes of each generation differ. As a natural consequence of this situation; each generation wants to reflect their own values to the business they work for. When averaged; Every 20 years, a new generation joins the business life. With each new generation, working life gains new dimensions. As of the period we are in now; baby boom, generations X, Y and Z work together. At this point, managers have a great job. Because managers must understand the identity of each generation.

Cynicism, BC. 4th century. It is a well-established concept dating back to ancient Greek times. philosophy of cynicism; It includes a philosophy that means getting rid of all addictions and self-sufficiency (Çetin & Torun, 2015). Cynicism was a prominent issue in the world of the 1990s. One of the early studies was Goldner et al. (1977) Goldner et al. (1977) focused on the consequences of cynical behaviors and attitudes within the firm. They ignored that the concept of cynicism is a point that can arise as a result of the personality traits of the individual (Erkara & Oktal, 2020). Cynicism is both a general and a specific attitude characterized by distrust and disillusionment towards a person, group, ideology, social tradition or institution (Andersson & Bateman, 1997).

Today, the concept of cynicism has gained different semantic dimensions. The concept of cynicism is an organizational concept that includes negative attitudes and behaviors such as distrust, anger, skepticism and critical attitudes towards their managers. It is becoming increasingly common in today's organizations, creating an environment of conflict and taking place in employee behaviors that are desired to be eliminated (Aytaş, Barutçu & Taş, 2017). Especially in the last 20 years, the concept of cynicism draws attention and it is seen that the attitudes and behaviors of individuals with a high level of cynicism have become much more common in today's modern and post-modern organizations (Kart, 2015). Cynicism is a tendency to disbelief regarding the goodness and sincerity of actions and human motives. Organizational cynicism is associated with emotions such as frustration and anger (Ajzen, 2001). Organizational cynicism; It is a concept that arises when employees think that the company lacks honesty (Andersson, 1996). Most of the literature takes a management-

oriented view of cynicism as a psychological flaw that must be corrected if one is to be successful (Çetin & Torun, 2015).

Characteristics of Cynical People

- Those people; they see lying, acting pretentious and using others as basic human characteristics.
- Those people; they think that every human being is actually selfish.
- They often believe that there are hidden motives behind the behavior.
- They may feel distress, displeasure and shame when they think about a psychological object (such as a person, organization, group, society) (Tokmak, 2019).

6.1. An Overview of Cynicism

General cynicism reflects the negative behaviors of individuals. Cynicism, Neuvonen et al. (2014) as a three-legged structure;

- Having a condescending and cynical attitude towards the beliefs, ideals, thoughts and value judgments of others,
- Having pessimistic thoughts that individuals are fraudulent, dishonest, unreliable and selfish,
- Expecting the worst in every situation, constantly being pessimistic (Neuvonen et al., 2014).

Cook & Mendley (1954)'s "Minnesota Multiple Personality Inventory" is mainly used to measure general cynicism in the results of the literature review. According to Cook and Medley (1954), cynicism is defined by the concepts of being quick to anger, being vulnerable to other individuals, and feeling insecure. According to Bateman, Sakano and Fujita (1992), cynicism; It is considered as an insecure and negative attitude towards organizations and authority. An attitude shaped by negative feelings, frustration and distrust regarding a group, person, social tradition, ideology and organization is defined as cynicism. Cynicism is described as an attitude molded by negative feelings, irritation, and skepticism toward a group, individual, social tradition, philosophy, or institution, according to Andersson (1996) (Kuş, 2021).

Studies in the literature show that there are negative relationships between job satisfaction and organizational cynicism. According to Johnson & O'Leary-Kelly (2003), Employers; from

their employees with low organizational commitment and low job satisfaction; It is normal for him to analyze high cynicism. In fact, cynicism is not just a psychological dimension in the organization. It affects many dynamics of the organization. It is an influencing factor for an individual's organizational commitment and job satisfaction. Not only the physiological needs of the employees, but also their feelings and values are considered and supported. It is seen that employees in organizations where only productivity is important and human behaviors and emotions are not considered important, begin to have negative feelings towards their organizations (Yastioğlu, Barutçu & Taş, 2017). One point is important in cynicism. It is not a correct statement to say that all employees experience organizational cynicism by giving the same reactions under the same conditions. Cynicism is the humiliating critical behavior that occurs as a result of cynicism, whether it is expressed openly or covertly (Dean, Brandes & Dharwadkar, 1998). Detailed framework of the three-dimensional shape Dean outlined;

- Belief that the organization lacks integrity (cognitive dimension)
- Negative feelings towards the organization (emotional dimension) and
- The tendency to engage in insulting and critical behaviors towards the organization in line with these beliefs and feelings. (behavioral dimension)(Erkara & Oktal, n.d.).

It is seen that there are many different elements that cause cynicism within the organization. There are many causes of cynicism. It would be a wrong point of view to think of cynicism as one-dimensional. Mismanaged change efforts, undue stress and role overload, procedural injustice, very long working hours, miscommunication, psychological bullying, broken promises, dismissal are also some of the causes of cynicism.

6.2 Organizational Cynicism and It's Dimensions

In the literature, organizational cynicism is a negative attitude that the employee develops towards the organization she/he works for, including cognitive, affective and behavioral dimensions.

Cognitive Dimension: In this dimension of cynicism, it deals with “thinking and practicing” individuals to have an idea about their organization through observation, perception and experience (Naus, 2007). In this dimension, the individual creates a result for cynicism based on her/his own experiences.

Affective Dimension: In this dimension of organizational cynicism, employees may develop feelings of tension, anger, anxiety, and provocation. In this dimension, it includes strong emotional reactions against the organization such as anger and condemnation that are not based on objective judgments (Tokmak, 2019). At this point, insecurity reflects on the feelings of cynical individuals and leaves its place to disappointment as their belief in justice is not fully established.

Behavioral Dimension: Shows a lack of sincerity and honesty in the organization. In the behavioral dimension, individuals make pessimistic predictions and critical statements. Employees of this dimension are suspicious of the organization's future goals and make negative criticisms (Puy, 2022).

6.3. Causes of Organizational Cynicism

There are many reasons for an individual to feel the feeling of cynicism. Starting from this point, we can say the following; There are many factors in the formation of organizational cynicism. Personal reasons; marital status, education level, length of service, age, gender, income can be any of these reasons. Causes of cynicism in the organizational context; There may be factors such as not realizing the expected promotion, organizational insecurity, communicative difficulties, and inability to provide a comfortable working environment.

6.3.1. Individual Results

Cynicism is closely related to the feeling of burnout in the individual. Therefore; It can cause psychological consequences such as anger, sleep disorders, smoking, violent behavior, alcohol use, fatigue, lack of energy, frustration, tension and anxiety (Kuş, 2021).

6.3.2. Organizational Results

Reichers et al. (1997) suggested that cynicism involves a loss of belief in organizational change leaders and is the result of negative experiences (James, 2005). Organizational cynicism; it is a concept that arises when employees think that the company lacks honesty (Erkara, 2019). Organizational cynicism reduces motivation, performance, and work dependency, and creates situations such as complaints, absenteeism, and sloppiness (Kuş, 2021). There is an inverse relationship between cynicism and job satisfaction. Cynical employees have a high tendency to avoid work. The actions of the manager based on trust, reducing negative attitudes and destroying resistance will increase the commitment of the

employees to the organization. Thus, employees will feel included in the organization, performance and productivity will increase, and satisfaction will be strengthened.



CHAPTER II

7. MATERIALS AND METHODS

7.1. Purpose of The Research

Energy is one of the most important factors in meeting the basic needs of human beings. After the Industrial Revolution, the need for energy increased with the increase of the effect of new inventions on production. The performance of companies operating in the energy sector of countries directly affects the situation of countries in the global energy market. The energy sector is a sector where competition is extremely intense, both globally and locally, and where large masses work. For this reason, organizational commitment levels, job satisfaction and organizational cynicism degrees of the employees in the organization are important for organizational performance.

Since Turkey is a country whose energy use and demand is increasing every year; continues to host important investments in the field of energy. With the energy investments supported with the aim of reducing foreign dependency, the installed power, which was below 10,000 MW(Megawatt) in the mid-1980s, increased to 91,300 MW by the end of 2019. According to the plans of Turkish Electricity Transmission Corporation, it is aimed to increase the installed power capacity to 109,500 MW in 2023. According to the report prepared by the International Renewable Energy Agency (IRENA) and the International Labor Organization (ILO), worldwide employment in renewable energy stood at 12 million in 2020, from 11.5 million in 2019. These figures are expected to increase further in 2022 and 2023. Starting from this point, we can see how important the energy sector is in terms of economy and trade. In the global world, where technology is increasingly important, energy will always remain an important sector.

In this study, it was aimed to examine the organizational commitment, job satisfaction and cynicism attitudes in the energy sector in Adana in the context of intergenerational differences. In addition, it is aimed to determine the relationships between the attitudes of employees towards work and demographic variables and to reveal the differences between the attitudes of X, Y and Z generations towards work.

8. SCOPE

- The research includes the information and findings of the X, Y and Z generations in the energy sector in Adana in 2021. Considering the time and cost in the application part of the research, the sample was limited in number. The results and suggestions obtained from the findings obtained within the scope of the research are limited to the population and sample of the research. It is assumed that the scales and research method used for the research are suitable for the purpose of the research and the statistical analyzes used in the research are suitable for the purpose of the research.
- Due to the COVID-19 disease, it has become difficult to conduct face-to-face surveys in many companies. Since many of the employees were sick, there was difficulty in the size of the sample.
- A total of 400 people were invited to the survey within the scope of the research. Due to the busy working hours, a questionnaire was applied to 384 participants. The fact that they cannot give clear answers to the questions due to this intensity is a limitation of the research.
- In the views on the organizational structure variable; It is considered that there may be differences between individuals in managerial positions and those working at lower levels.
- Another limitation of the research is that the answers given by the employees about organizational commitment, job satisfaction, and organizational cynicism do not reflect the truth in the workplace due to their concerns about learning the employer's answers, and the rate of return to the questionnaires.

9. DATA COLLECTION TOOLS

Research data were collected using the survey method. Questionnaires were conducted by hand in groups by giving them to the department supervisor. The statements in the scales were formed as 5-point Likert-type questions (Strongly Disagree = 1, Strongly Agree = 5). In this study, the Personal Information Form prepared by the researcher by scanning the literature and the organizational commitment, job satisfaction and organizational cynicism scales

prepared in line with the purposes of the research were used. The personal information form includes demographic questions such as age, gender, educational status and professional seniority. In the research, the study titled "Commitment to Occupations: Extension and Test of a Three-Component Conceptualization" developed by Meyer et al. (1993) was used to measure the employees' perception of organizational commitment. The scale developed by Meyer and Allen by considering the organizational commitment model in 1990 and 1991 was revised by Meyer et al. (1993). This scale, which consists of 18 questions, was used in the study. In this study; the questions (1st,2nd,3rd,15th,16th,17th) of the questionnaire include emotional commitment, (4th,5th,6th,7th,8th,9th) questions include continuance commitment,(10.,11.,12.,13.,14.,18.) questions were prepared to measure normative commitment. It was observed that the Cronbach's Alpha coefficient of 0.896, obtained as a result of the reliability analysis of the data collected within the scope of the study, was at a high level of reliability.

In the literary analysis of the "Minnesota Job Satisfaction Scale", which is one of the common scales used to determine job satisfaction levels, the researchers used a shorter form, "(Short Form Minnesota Satisfaction Questionnaire (SFMSQ)". It consists of 20 questions including internal satisfaction and external satisfaction. The short form makes a five-point Likert type measurement. The Cronbach's Alpha coefficient of 0.827, obtained as a result of the reliability analysis of the data collected within the scope of the study, was observed to be at a high level of reliability.

There are "Organizational Cynicism Scale" (OCS) expressions developed by Brandes et al. (1999) and adapted into Turkish by Kalağan (2009). The organizational cynicism scale consists of 13 items in total. The organizational cynicism scale; consists of 3 sub-dimensions, including 5 items in the "cognitive" sub-dimension, 4 items in the "affective" sub-dimension and 4 items in the "behavioral" sub-dimension. It was observed that the Cronbach's Alpha coefficient of 0.864, obtained as a result of the reliability analysis of the data collected within the scope of the study, was at a high level of reliability.

10. ANALYSIS OF DATA

The necessary data for the research were obtained through the questionnaires applied to the sampling and the raw data obtained were transferred to the computer. Frequency distributions

were determined in order to determine the demographic and other characteristics of the individuals in the sample. Differences in organizational commitment, job satisfaction and organizational cynicism levels according to the demographic characteristics of the participants were tested with the Independent Sample T-Test and One-Way Analysis of Variance (ANOVA), which are parametric tests. Analyzes were made by considering the 0.05 significance level. The relationship between organizational commitment, job satisfaction and organizational cynicism was determined by Pearson correlation analysis.

The hypothesis;

- H1: There are significant differences between the members of the X, Y and Z generations in terms of organizational commitment.
- H2: X, Y and Z generation members have significant differences in terms of job satisfaction.
- H3: X, Y and Z generation members have significant differences in terms of cynicism.
- H4: The organizational commitment levels of the employees shows a significant difference according to the educational status variable.
- H5: The job satisfaction levels of the employees shows a significant difference according to the education level variable.
- H6 The cynicism levels of the employees shows a significant difference according to the education level variable.
- H7: The organizational commitment levels of the employees shows a significant difference according to the marital status variable.
- H8: There is a significant relationship between the job satisfaction levels of the employees and their organizational commitment.
- H9: There is a significant relationship between the job satisfaction levels of the employees and the levels of organizational cynicism

CHAPTER III

11. RESULTS

The results of the face-to-face surveys about energy companies in Adana are given below.

Table 6. Frequency Analysis Results Regarding Gender

	Frequency	Percent
Female	82	21,4
Male	297	77,2
Unspecified	5	1,4
Total	369	100

The frequency analysis results regarding the gender distribution of the individuals participating in the research are given in Table 1. Accordingly, it was observed that 21.4% of the participants were female and 77.2% were male. When the gender distributions were examined in general, it was seen that males were more than females.

Table 7. Generation Frequency Analysis Results

	Frequency	Percent
Z Generation	61	15,9
Y Generation	217	56,5
X Generation	91	23,7
Total	369	100,00

Table 8. Age-Related Frequency Analysis Results

	Frequency	Percent
22-26	61	16,5
27-31	88	23,8
32-36	72	19,5
37-42	57	15,4
43-57	91	24,7
Total	369	100,00

The frequency analysis results regarding the age distribution of the individuals participating in the research are given in Table 2. Accordingly, 24.7% of the participants are between the ages of 43-58, 23.8% are between the ages of 27-31, 19.5% are between the ages of 32-36, and 15.4% are between the ages of 37-42. has been observed. When the age distributions were examined in general, it was seen that most of the participants were 42 years old and under.

Table 9. Frequency Analysis Results Regarding Marital Status

	Frequency	Percent
Single	149	53,7
Married	198	40,4
Unspecified	22	6,0
Total	369	100

The frequency analysis results regarding the marital status distribution of the individuals participating in the research are given in Table 3. Accordingly, it was observed that 53.7% of the participants were married and 40.4% were single. When the marital status distributions are examined in general, it is seen that married people are more than singles.

Table 10. Frequency Analysis Results Regarding Educational Status

	Frequency	Percent
Primary education	38	10,3
High school	112	30,4
Vocational school	74	20,1
University	123	33,3
Master's degree	18	4,9
Doctorate	3	0,8
Unspecified	1	0,3
Total	369	100

The frequency analysis results regarding the educational status distribution of the individuals participating in the research are given in Table 4. Accordingly, it was observed that 33.3% of the participants had a university level, 30.4% had a high school level, and 20.1% had a higher education level. When the distribution of educational status is examined in general, it is seen that those with higher education level are in the majority.

Table 11. Frequency Analysis Results Regarding Institutional Seniority

	Frequency	Percent
less than 1 year	61	16,5
1-5 years	151	40,9
6-10 years	107	29,0
11-15 years	23	6,2
16-20 years	12	3,3
21 years	15	4,1
Total	369	100

The frequency analysis results regarding the institutional seniority distribution of the individuals participating in the research are given in Table 5. Accordingly, it was observed that 40.9% of the participants had worked in the same institution for 1-5 years, 29% for 6-10 years, and 16.5% for less than 1 year. When the institutional seniority distribution is examined in general, it is seen that the majority of the employees in the same institution for 10 years or less.

Table 12. Frequency Analysis Results Regarding Sectoral Seniority

	Frequency	Percent
less than 1 year	37	10,0
1-5 years	125	33,9
6-10 years	99	26,8
11-15 years	33	8,9
16-20 years	35	9,5
21 years	40	10,8
Total	369	100

The frequency analysis results regarding the sectoral seniority distribution of the individuals participating in the research are given in Table 6. According to this, 33.9% of the participants have been in the same institution for 1-5 years, 26.8% for 6-10 years, 8.9% for 11-15 years, 10% for less than 1 year. work has been observed. When the institutional seniority distribution is examined in general, it is seen that the majority of the employees in the same sector for 10 years or less.

Table 13. Descriptive Statistics on Organizational Commitment (Generation Z and Y)

	Generation Z		Generation Y	
	Mean	Std. Dev.	Mean	Std. Dev.
I would be very happy to spend the rest of my career in this organization.	3,11	1,01	3,31	1,03
I really feel as if this organization's problems are my own.	3,62	1,08	3,57	1,07
This organization has a great deal of personal meaning for me.	3,20	1,13	3,24	1,14
Right now, staying with my job at this organization is a matter of necessity as much as desire.	3,30	1,15	3,54	1,04
It would be very hard for me to leave my job at this organization right now even if I wanted to.	3,13	1,24	3,21	1,17
Too much of my life would be disrupted if I leave my organization.	2,95	1,21	3,12	1,23
I believe I have too few options to consider leaving this organization.	2,70	1,18	2,95	1,19
If I hadn't put so much of myself into this organization, I might	2,95	1,11	3,11	1,13

consider working elsewhere.				
One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.	2,74	1,19	2,89	1,14
Even if it were to my advantage, I do not feel it would be right to leave.	3,08	1,15	3,12	1,12
I would feel guilty if I left this organization now.	2,78	1,19	2,87	1,26
This organization deserves my loyalty.	3,26	1,15	3,27	1,19
I would not leave my organization right now because of my sense of obligation to it.	3,28	1,08	3,28	1,19
I owe a great deal to this organization.	3,23	1,09	3,19	1,28
I do not feel a strong sense of belonging to this organization.	3,21	1,09	3,21	1,13
I do not feel 'emotionally attached' to this organization.	3,17	1,15	3,21	1,10
I do not feel like 'part of my family' at this organization.	3,43	1,10	3,29	1,13
I do not feel obliged to work with my current managers.	1,79	,72	1,70	0,81

* Evaluation scores are as the lowest 1 and the highest 5

Descriptive statistics regarding the organizational commitment levels of the Z and Y generation individuals participating in the research are given in Table 12.

According to this, when the average values are examined, both Z generation($\bar{x}$ =3,62, sd =1,08) individuals and Y generation($\bar{x}$ =3,57, sd =1,07) individuals mostly say " *I really feel as if this organization's problems are my own.*" It was observed that they agreed with his statement. In addition, it has been observed that the participants do not think that their alternatives are few if they leave the institution they work for.

Table 14. Descriptive Statistics on Organizational Commitment (Generation X)

	Generation X	
	Mean	Std. Dev.
I would be very happy to spend the rest of my career in this organization.	3,64	1,01
I really feel as if this organization's problems are my own.	3,58	1,06
This organization has a great deal of personal meaning for me.	3,49	1,18
Right now, staying with my job at this organization is a matter of necessity as much as desire.	3,62	1,04
It would be very hard for me to leave my job at this organization right now even if I wanted to.	3,60	1,17
Too much of my life would be disrupted if I leave my organization.	3,21	1,14

I believe I have too few options to consider leaving this organization.	3,08	1,11
If I hadn't put so much of myself into this organization, I might consider working elsewhere.	3,10	1,15
One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.	3,00	1,10
Even if it were to my advantage, I do not feel it would be right to leave.	3,16	1,12
I would feel guilty if I left this organization now.	2,96	1,20
This organization deserves my loyalty.	3,46	1,22
I would not leave my organization right now because of my sense of obligation to it.	3,41	1,22
I owe a great deal to this organization.	3,39	1,03
I do not feel a strong sense of belonging to this organization.	3,44	1,12
I do not feel 'emotionally attached' to this organization.	3,48	1,12
I do not feel like 'part of my family' at this organization.	3,40	1,22
I do not feel obliged to work with my current managers.	1,75	,76

* Evaluation scores are as the lowest 1 and the highest 5.

Descriptive statistics regarding the organizational commitment levels of the X generation individuals participating in the research are given in Table 13. According to this, when the average values are examined, the most common X generation ($\bar{x}=3,64$, $sd=1,01$) individuals are "I would be very happy to spend the rest of my career in this organization."

Table 15. Descriptive Statistics on Job Satisfaction (Generation Z and Y)

	Generation Z		Generation Y	
	Mean	Std. Dev.	Mean	Std. Dev.
Being able to keep busy all the time	3,48	1,02	3,50	,98
The chance to work alone on the job.	3,62	,89	3,54	1,02
The chance to do different things from time to time.	3,48	,98	3,50	1,01
The chance to be "somebody" in the community.	3,51	1,14	3,54	,98
The way my boss handles his/her workers.	3,62	1,13	3,29	1,16
The competence of my supervisor in making decisions.	3,38	1,15	3,24	1,17
In terms of offering a chance to take initiative.	3,43	1,20	3,26	1,12
Job security.	3,48	1,14	3,56	1,09
The chance to do things for other people.	3,57	1,08	3,35	1,01
The chance to tell people what to do.	3,58	1,19	3,27	1,09

The chance to do something that makes use of my abilities.	3,49	1,16	3,18	1,13
The way company policies are put into practice.	3,26	1,21	3,17	1,10
My pay and the amount of work I do.	2,72	1,20	2,53	1,24
The chances for advancement on this job.	3,05	1,18	2,86	1,18
The freedom to use my own judgment.	3,43	1,19	3,18	1,14
The chance to try my own methods of doing the job.	3,43	1,21	3,30	1,11
The working conditions.	3,23	1,24	3,09	1,18
The praise I get for doing a good job.	3,31	1,21	3,10	1,17
The feeling of accomplishment I get from the job.	3,64	1,17	3,29	1,18

* Evaluation scores are as the lowest 1 and the highest 5.

Descriptive statistics regarding the job satisfaction levels of the Z and Y generation individuals participating in the research are given in Table 14. According to this, when the average values are examined, it has been observed that the Z generation individuals are satisfied in terms of the sense of achievement they get as a result of their work and the opportunity to work individually, while the Y generation individuals are satisfied in terms of providing job security and being a respected person in the society. In addition, it was observed that the participants were not satisfied with the wages they received for their work. $Y(\bar{x}=2,72, sd=1,20)$

Table 16. Descriptive Statistics on Job Satisfaction (Generation X)

	Generation X	
	Mean	Std. Dev.
Being able to keep busy all the time	3,71	,93
The chance to work alone on the job.	3,59	,97
The chance to do different things from time to time.	3,70	,94
The chance to be “somebody” in the community.	3,70	1,01
The way my boss handles his/her workers.	3,43	1,15
The competence of my supervisor in making decisions.	3,38	1,29
In terms of offering a chance to take initiative.	3,56	1,19
Job security.	3,74	1,16
The chance to do things for other people.	3,59	1,08
The chance to tell people what to do.	3,48	1,13
The chance to do something that makes use of my abilities.	3,47	1,12
The way company policies are put into practice.	3,48	1,18
My pay and the amount of work I do.	2,77	1,25

The chances for advancement on this job.	3,17	1,27
The freedom to use my own judgment.	3,41	1,13
The chance to try my own methods of doing the job.	3,52	1,07
The working conditions.	3,36	1,239
The praise I get for doing a good job.	3,37	1,156
The feeling of accomplishment I get from the job.	3,50	1,173

* Evaluation scores are as the lowest 1 and the highest 5.

Descriptive statistics regarding the job satisfaction levels of the X generation individuals participating in the research are given in Table 15.

Accordingly, when the average values are examined, it has been observed that the X generation individuals are satisfied in terms of job security($\bar{x}=3,74$, $sd=1,16$) and occupation ($\bar{x}=3,71$, $sd=0,93$)

Table 17. Descriptive Statistics on Organizational Cynicism (Generation Z and Y)

	Generation Z		Generation Y	
	Mean	Std. Dev.	Mean	Std. Dev.
I believe that my company says one thing and does another.	2,89	1,24	2,96	1,18
My organization's policies, goals, and practices seem to have little in common.	2,85	1,09	2,94	1,17
If an application was said to be done in my organization, I'd be more skeptical whether it would happen or not.	2,89	1,29	2,98	1,15
My organization expects one thing of its employees, but rewards another.	2,79	1,17	2,95	1,14
In my organization I see very little resemblance between the events that are going to be done and the events which are done.	2,84	1,21	2,96	1,17
When I think about my organization, I get angry.	2,11	1,03	2,43	1,01
When I think about my organization, I experience aggravation.	2,10	1,01	2,37	1,04
When I think about my organization, I experience tension.	2,25	1,16	2,48	1,74
When I think about my organization, I feel a sense of anxiety.	2,13	,99	2,38	1,03
I complain about what happened at work to my friends outside the institution I work for.	2,48	1,15	2,73	1,18
We look at each other in a meaningful way with my colleagues when my organization and its employees are mentioned.	2,93	1,19	2,88	1,20
I talk with others about how work is being carried out in the organization.	2,74	1,22	2,92	1,18

I criticize the practices and policies of my organization to people outside the company.	2,75	1,28	2,89	1,23
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** Evaluation scores are as the lowest 1 and the highest 5.*

Descriptive statistics regarding the organizational cynicism levels of the Z and Y generation individuals participating in the research are given in Table 16.

Accordingly, when the average values are examined, it has been observed that both the Z generation individuals and the Y generation individuals do not get angry and do not worry when they think of the institution.

Table 18. Descriptive Statistics on Organizational Cynicism (Generation X)

	Generation X	
	Mean	Std. Dev.
I believe that my company says one thing and does another.	2,57	1,13
My organization's policies, goals, and practices seem to have little in common.	2,46	1,05
If an application was said to be done in my organization, I'd be more skeptical whether it would happen or not.	2,52	1,15
My organization expects one thing of its employees, but rewards another.	2,57	1,13
In my organization I see very little resemblance between the events that are going to be done and the events which are done.	2,51	1,03
When I think about my organization, I get angry.	2,08	,90
When I think about my organization, I experience aggravation.	2,03	,89
When I think about my organization, I experience tension.	2,13	,88
When I think about my organization, I feel a sense of anxiety.	2,22	,91
I complain about what happened at work to my friends outside the institution I work for.	2,67	1,08
We look at each other in a meaningful way with my colleagues when my organization and its employees are mentioned.	2,72	1,22
I talk with others about how work is being carried out in the organization.	2,76	1,16
I criticize the practices and policies of my organization to people outside the company.	2,62	1,14

** Evaluation scores are as the lowest 1 and the highest 5.*

Accordingly, when the average values are examined, it has been observed that the X generation individuals do not get angry, do not get angry and do not worry when they think of the institution.

Table 19. One Way ANOVA Results on Organizational Commitment, Job Satisfaction and Organizational Cynicism Levels by Generations

		N	Mean.	Std Dev.	F	Sig.
Organizational Commitment	Generation Z	61	3,13	,79	1,153	0,328
	Generation Y	217	3,20	,80		
	Generation X	91	3,35	,80		
	Total	369	3,22	,80		
Job Satisfaction	Generation Z	61	3,44	,84	1,639	0,180
	Generation Y	217	3,25	,82		
	Generation X	91	3,45	,91		
	Total	369	3,34	,84		
Organizational Cynicism	Generation Z	61	2,60	,80	3,739	0,011
	Generation Y	217	2,75	,85		
	Generation X	91	2,44	,75		
	Total	369	2,64	,82		

The results of the analysis of variance regarding the levels of organizational commitment, job satisfaction and organizational cynicism according to the generations of the individuals participating in the research are given in Table 18.

H1: There are significant differences between the members of the X, Y and Z generations in terms of organizational commitment.

As can be seen in Table 18; When the averages of organizational commitment levels were examined, it was observed that the statistical value of 1.153 F obtained was not statistically significant at the 0.05 significance level ($\text{sig.}=0.328>0.05$). In other words, it has been observed that the organizational commitment levels of individuals from different generations participating in the research are similar. H1 was not supported.

H2: X, Y and Z generation members have significant differences in terms of job satisfaction.

According to the results of Table 18; When the averages of job satisfaction levels were examined, it was observed that the statistical value of 1.639 F was not statistically significant at the 0.05 significance level (sig.=0.180>0.05). In other words, it has been observed that the job satisfaction levels of individuals from different generations participating in the research are similar. H2 was not supported.

• **H3:** X, Y and Z generation members have significant differences in terms of cynicism.

When the averages of organizational cynicism levels were examined, it was observed that the statistical value of 3,739 F obtained was statistically significant at the 0.05 significance level (sig.=0.011<0.05). In other words, it has been observed that the organizational commitment levels of individuals from different generations participating in the research are different. The groups that made a significant difference were determined by the Post Hoc LSD test, and it was observed that the organizational cynicism levels of the individuals in the Y generation were higher than the individuals in the X generation. Supported

Table 20. One Way ANOVA Results on Organizational Commitment Levels by Educational Status

		N	Mean.	Std Dev.	F	Sig.
Generation Z	Primary	8	3,118	,730	1,333	0,271
	High school	22	3,380	,792		
	Voc. School	7	2,595	1,020		
	University	19	3,135	,683		
	Master	5	3,011	,756		
	Total	61	3,137	,791		
Generation Y	Primary	15	3,162	,658	4,354	0,002
	High school	62	3,414	,897		
	Voc. School	36	3,490	,822		
	University	92	2,978	,693		
	Master	12	2,929	,812		
	Total	217	3,198	,808		
Generation X	Primary	15	3,730	,786	1,164	0,312
	High school	28	3,369	,811		
	Voc. School	31	3,249	,765		
	University	12	3,606	,594		
	Master	2	1,722	,785		
	Doctorate	3	2,796	,559		
	Total	91	3,352	,807		

The results of the analysis of variance regarding the organizational commitment levels of the individuals participating in the study according to their educational status are given in Table 19.

H4: The organizational commitment levels of the employees shows a significant difference according to the educational status variable.

H4a. Organizational commitment levels of individuals with different educational backgrounds in the Z generation have a significant difference.

When the averages of the Z generation were examined, it was observed that the 1.333 F statistical value obtained was not statistically significant at the 0.05 significance level ($\text{sig.}=0.271>0.05$). In other words, it has been seen that the organizational commitment levels of the individuals in the different educational status of the Z generation are similar.

H4b. Organizational commitment levels of individuals with different educational backgrounds in the Y generation have a significant difference.

When the averages of the Y generation were examined, it was observed that the statistical value of 4,354 F was statistically significant at the 0.05 significance level ($\text{sig.}=0.002<0.05$). In other words, it has been observed that the organizational commitment levels of the individuals in the Y generation differ in different educational status. The groups that made a significant difference were determined by the Post Hoc LSD test, and it was observed that the organizational commitment levels of college graduates were higher than those of graduate students. Supported.

H4c. Organizational commitment levels of individuals with different educational backgrounds in the X generation have a significant difference.

The statistical value of 1.164 F was not statistically significant at the 0.05 significance level ($\text{sig.}=0.312>0.05$) when the averages of the X generation were examined. In other words, the organizational commitment levels of members of the X generation have been found to be similar across educational levels.

Table 21. ANOVA Results on Job Satisfaction Levels by Educational Status

		N	Mean.	Std Dev.	F	Sig.
Generation Z	Primary	8	3,500	,718	0,861	0,493
	High school	22	3,338	,939		
	Voc. School	7	3,022	1,188		
	University	19	3,661	,698		
	Master	5	3,663	,396		
	Total	61	3,441	,847		
Generation Y	Primary	15	3,259	,781	0,301	0,877
	High school	62	3,334	,915		
	Voc. School	36	3,196	,902		
	University	92	3,201	,756		
	Master	12	3,358	,813		
	Total	217	3,249	,826		
Generation X	Primary	15	3,699	,945	0,898	0,487
	High school	28	3,453	,954		
	Voc. School	31	3,431	,945		
	University	12	3,565	,684		
	Master	2	2,684	1,563		
	Doctorate	3	2,719	,658		
	Total	91	3,458	,918		

The results of the analysis of variance regarding the job satisfaction levels of the individuals participating in the research are given in Table 20. Accordingly;

H5: The job satisfaction levels of the employees contain a significant difference according to the education level variable.

When the averages of the Z generation were examined, it was observed that the 0.861 F statistical value obtained was not statistically significant at the 0.05 significance level ($\text{sig.}=0.493>0.05$). In other words, it has been observed that the job satisfaction levels of individuals with different educational statuses in the Z generation are similar.

The 0.301 F statistical value obtained was not statistically significant at the 0.05 significance level ($\text{sig.}=0.877>0.05$) when the averages of the Y generation were examined. In other words, job satisfaction levels among Y generation members of various educational backgrounds have been found to be similar.

When the averages of the X generation were examined, it was observed that the 0.898 F statistical value obtained was not statistically significant at the 0.05 significance level ($\text{sig.}=0.487>0.05$). In other words, it has been observed that the job satisfaction levels of individuals with different educational status in the X generation are similar. H11 was not supported.

Table 22. ANOVA Results on Organizational Cynicism Levels by Educational Status

		N	Mean.	Std Dev.	F	Sig.
Generation Z	Primary	8	2,538	,875	1,331	0,270
	High school	22	2,625	,857		
	Voc. School	7	3,208	,986		
	University	19	2,413	,612		
	Master	5	2,461	,716		
	Total	61	2,603	,805		
Generation Y	Primary	15	2,446	,719	4,238	0,003
	High school	62	2,460	,928		
	Voc. School	36	2,935	,788		
	University	92	2,872	,776		
	Master	12	3,258	,927		
	Total	217	2,760	,852		
Generation X	Primary	15	2,282	,509	1,127	0,353
	High school	28	2,414	,904		
	Voc. School	31	2,535	,737		
	University	12	2,256	,593		
	Master	2	3,038	1,469		
	Doctorate	3	3,128	,512		
	Total	91	2,449	,755		

The results of the analysis of variance regarding the levels of organizational cynicism according to the educational status of the individuals participating in the research are given in Table 21. Accordingly;

H6: The cynicism levels of the employees contain a significant difference according to the education level variable.

H6a. The cynicism levels of the Z generation employees have a significant difference according to the education level variable.

When the averages of the Z generation were examined, it was observed that the 1.331 F statistical value obtained was not statistically significant at the 0.05 significance level ($\text{sig.}=0.270>0.05$). In other words, it has been seen that the organizational cynicism levels of the individuals in the different educational status of the Z generation are similar.

H6b. The cynicism levels of the Y generation employees have a significant difference according to the education level variable.

When the averages of the Y generation were examined, it was observed that the 4.238 F statistical value obtained was statistically significant at the 0.05 significance level ($\text{sig.}=0.003<0.05$). In other words, it has been seen that the organizational cynicism levels of individuals with different educational status in the Y generation are different. The groups that made a significant difference were determined by the Post Hoc LSD test, and it was observed that the organizational cynicism levels of the graduates were higher than the high school graduates. Supported.

H6c. The cynicism levels of the X generation employees have a significant difference according to the education level variable.

When the averages of the X generation were examined, it was observed that the statistical value of 1.127 F was not statistically significant at the 0.05 significance level ($\text{sig.}=0.353>0.05$). In other words, it has been seen that the organizational cynicism levels of the individuals in the X generation with different educational status are similar.

Tablo 23. Pearson Correlation Analysis Results Regarding Organizational Commitment, Job Satisfaction and Organizational Cynicism Levels

		Organizational commitment	Job satisfaction	Cynicism
Generation Z	Organizational commitment	1	0,526*	-0,509*
	Job satisfaction		1	-0,655*
	Organizational Cynicism			1
Generation Y	Organizational commitment	1	0,581*	-0,371*
	Job satisfaction		1	-0,452*

Generation X	Organizational			1
	Cynicism			
	Organizational	1	0,589*	-0,344*
	commitment			
	Job satisfaction		1	-0,651*
	Organizational			1
	Cynicism			

** Statistically significant at 0.05 significance level*

The correlation analysis results of the relationship between the organizational commitment, job satisfaction, and organizational cynicism levels of the individuals participating in the research are given in Table 28.

H7: There is a significant relationship between the job satisfaction levels of the employees and their organizational commitment.

When the results of the Z generation were examined, it was seen that there was a moderately positive and significant (0.526) relationship between organizational commitment and job satisfaction.

When the Y generation's results are examined, it is found that organizational commitment and job satisfaction have a moderately positive and significant (0.581) relationship.

When the results of the X generation were examined, it was observed that there was a moderately positive and significant (0.589) relationship between organizational commitment and job satisfaction. Supported.

• **H8:** There is a significant relationship between the organizational cynicism levels of the employees and their organizational commitment.

Moderate negative and significant (-0.509) between organizational commitment and organizational cynicism for the Z generation. When examined in the Y generation; there is a weak correlation negative and significant (-0,371) between organizational commitment and organizational cynicism. X generation; it was observed that there is a weak negative and significant (-0.344) relationship between organizational commitment and organizational cynicism. Supported.

- **H9:** There is a significant relationship between the job satisfaction levels of the employees and the levels of organizational cynicism.

It has been observed that there is a moderate, negative and significant (-0.655) relationship between the job satisfaction of the Z generation and organizational cynicism. It has been observed that there is a weak negative and significant (-0,452) relationship between job satisfaction and organizational cynicism for the Y generation. It has been observed that there is a moderate negative and significant (-0.651) relationship between job satisfaction and organizational cynicism for the X generation. Supported.

Table 24. Regression Analysis Results on the Effect of Organizational Commitment and Organizational Cynicism on Job Satisfaction

		Regression Coefficient (β)	Standard error	t	Sig.
Z Kuşağı	Constant	4,283	0,671	6,383	0,000
	Organizational commitment	0,241	0,131	2,840	0,000
	Cynicism	-0,610	0,132	-4,625	0,000
		$R^2=0,497$	$F=23,682$	$sig=0,000$	
Y Kuşağı	Constant	2,545	0,299	8,503	0,000
	Organizational commitment	0,467	0,061	7,613	0,000
	Cynicism	-0,288	0,058	-4,961	0,000
		$R^2=0,410$	$F=64,711$	$sig=0,000$	
X Kuşağı	Constant	3,362	0,438	7,667	0,000
	Organizational commitment	0,478	0,089	5,382	0,000
	Cynicism	-0,609	0,094	-6,462	0,000
		$R^2=0,575$	$F=53,444$	$sig=0,000$	

The results of the regression analysis regarding the effect of organizational commitment and organizational cynicism on job satisfaction are given in Table 18. According to this;

It was observed that the statistical value of 23,682 F obtained in the regression model for the Z generation was statistically significant at the 0.05 significance level, and when the t statistical values for the coefficients were examined, the constant coefficient and the coefficient related to organizational commitment and organizational cynicism were statistically significant (sig.<0.05). When the explanation percentage of the model was examined, it was seen that 49% of the 1-unit change in life satisfaction could be explained by the given regression model (R²=0.497). It has been determined that organizational commitment has an increasing effect on job satisfaction and organizational cynicism has a decreasing effect on job satisfaction for the Z generation. The regression equation obtained as a result of the regression coefficients is as follows:

$$\text{Job satisfaction} = 4.283 + 0.241 * (\text{Organizational Commitment}) - 0.610 * (\text{Organizational Cynicism})$$

It was observed that the 64,711 F statistical value obtained in the regression model for the Y generation was statistically significant at the 0.05 significance level, and when the t statistical values for the coefficients were examined, the constant coefficient and the coefficient for organizational commitment and organizational cynicism were statistically significant (sig.<0.05). When the explanation percentage of the model was examined, it was seen that 41% of the 1-unit change in life satisfaction could be explained by the given regression model (R²=0.411). It has been determined that organizational commitment has an increasing effect on job satisfaction and organizational cynicism has a decreasing effect on job satisfaction for the Y generation. The regression equation obtained as a result of the regression coefficients is as follows:

$$\text{Job satisfaction} = 2,545 + 0.467 * (\text{Organizational Commitment}) - 0,288 * (\text{Organizational Cynicism})$$

It was observed that the 53,444 F statistical value obtained in the regression model for the X generation was statistically significant at the 0.05 significance level, and when the t statistical values for the coefficients were examined, the constant coefficient and the coefficient related to organizational commitment and organizational cynicism were statistically significant

(sig.<0.05). When the explanation percentage of the model was examined, it was seen that 57% of the 1-unit change in life satisfaction could be explained by the given regression model ($R^2=0.575$). It has been determined that organizational commitment has an increasing effect on job satisfaction and organizational cynicism has a decreasing effect on job satisfaction for the X generation. The regression equation obtained as a result of the regression coefficients is as follows:

$$\text{Job satisfaction} = 3.362 + 0.478 * (\text{Organizational Commitment}) - 0.609 * (\text{Organizational Cynicism})$$

When the results of the regression analysis for all generations were examined, it was determined that organizational commitment had an increasing effect on job satisfaction, while organizational cynicism had a decreasing effect.

Table 25. Hypothesis Result Table

Hypotesis	Supported	Not Supported
H1		X
H2		X
H3	X	
H4	X	X
H5		X
H6	X	
H7	X	
H8	X	
H9	X	

12. CONCLUSIONS

Energy is one of the most important sector in the growth and development of states. In proportion to the increasing population in the world, the need for energy is also increasing. Therefore, energy production has become an increasingly important issue. Energy is among the most strategic production factors of countries and is one of the cornerstones in the development of countries. The concept of generation according to the definition of the Turkish Language Association; defines it as a group of people who were born in more or less similar years, had the conditions of the same age, experienced similar troubles and destinies in this way, and were responsible for similar duties.

Analyzing the behavior of different generations in organizations is considered important for more effective management of organizations. The behavior of individuals in their organizations is important for the success of the organization. Competition in the energy sector has increased, so organizational problems have emerged. In this study, the effects of generational conflicts on organizational commitment, job satisfaction and cynicism are discussed. In the study, it was tried to determine whether there is a statistically significant relationship between gender, marital status, educational status and organizational commitment perception. In the research model made in this thesis study, the effects of organizational commitment, job satisfaction and cynicism levels of X, Y, Z generations on business life were examined. 369 blue-collar and white-collar participants working in the energy sector in Adana participated in the study. The results and suggestions regarding the variables of the research are presented below.

This research was designed according to relational and descriptive scanning. The descriptive survey model is an approach that aims to describe a past or present situation as it is. The event that is the subject of the research is tried to be defined in its own terms and as it is, no effort is made to change or influence the event. Relational screening models are research models that aim to determine the existence and/or degree of co-variance between two or more variables(Karasar, 2006:77). It was observed that 21.4% of the participants participating in the study were female and 77.2% were male.If the number is not specified in gender; 1.4%.15.9% of the participants are Z generation, 56.5% Y generation, 23.7% generation X. It was

observed that 53.7% of the participants were married and 40.4% were single.if not specified; 6%.

According to the research, it was observed that 33.3% of the participants had a university level, 30.4% had a high school level, and 20.1% had a vocational school level. It has been observed that 40.9% of the participants have worked in the same institution for 1-5 years, 29.0% for 6-10 years, and 16.5% for less than 1 year. When the institutional seniority distribution is examined in general, it is seen that the majority of the employees in the same institution for 10 years or less. The reason for this is that the institutions where the survey was conducted have been in the energy market for less than 10 years.

The results of the analysis of variance regarding the levels of organizational commitment, job satisfaction and organizational cynicism according to the generations of the individuals participating in the research are given in Table 18; When the averages of organizational commitment levels were examined, it was observed that the statistical value of 1.153 F obtained was not statistically significant at the 0.05 significance level ($\text{sig.}=0.328>0.05$). In other words, it has been observed that the organizational commitment levels of individuals from different generations participating in the research are similar. On organizational commitment in this competitive period accompanied by economic crises; It is assumed that organizational practices that will harm the commitment of employees are more important than the generation gap (Smola & Sutton, 2002: 379). When the averages of job satisfaction levels were examined, it was observed that the statistical value of 1.639 F was not statistically significant at the 0.05 significance level ($\text{sig.}=0.180>0.05$). In other words, it has been observed that the job satisfaction levels of individuals from different generations participating in the research are similar.

When the averages of organizational cynicism levels were examined, it was observed that the statistical value of 3,739 F obtained was statistically significant at the 0.05 significance level ($\text{sig.}=0.011<0.05$). In other words, it has been observed that individuals from different generations participating in the research have varying levels of organizational commitment. The Post Hoc LSD test was used to determine which groups made a significant difference, and it was discovered that individuals in the Y generation had higher organizational cynicism than those in the X generation. It is possible to say that this significant difference shows parallelism with the literature.

When the averages of the Z generation were examined, it was observed that the 1.333 F statistical value obtained was not statistically significant at the 0.05 significance level ($\text{sig.}=0.271>0.05$). In other words, it has been observed that the organizational commitment levels of the individuals in the different educational status of the Z generation are similar.

When the averages of the Y generation were examined, it was observed that the statistical value of 4,354 F obtained was statistically significant at the 0.05 significance level ($\text{sig.}=0.002<0.05$). In other words, it has been observed that the organizational commitment levels of the individuals in the Y generation differ in different educational status. The groups that made a significant difference were determined by the Post Hoc LSD test, and it was observed that the organizational commitment levels of college graduates were higher than those of graduate students.

When the averages of the X generation were examined, it was observed that the statistical value of 1.164 F was not statistically significant at the 0.05 significance level ($\text{sig.}=0.312>0.05$). In other words, it has been seen that the organizational commitment levels of the individuals in the different educational status of the X generation are similar.

In general, when all the results are considered together with today's conditions, the phenomenon that makes a difference in organizational commitment, job satisfaction and cynicism is not related to the X, Y, or Z generations, it is assumed that the thinking that makes the difference is the meanings that individuals attribute to the work. Another point worth mentioning is that it is important for managers to pay attention to the difference between generations in order to ensure the organizational commitment, job satisfaction and organizational cynicism levels of different generations. However, it is thought that there may be a great risk for senior managers and human resources managers to have prejudices that the work values and attitudes between generations are very different from each other.

13. RECOMMENDATIONS

When the literature is scanned, it is seen that many studies have been done about organizational commitment, job satisfaction and cynicism and generations. However, our study differs in terms of examining generations on organizational commitment, job satisfaction and cynicism for energy sector employees. In addition, in the generational studies in the literature; Since the Z generation has just entered the business world, it has been observed that there is little research in the literature. In this respect, it is anticipated that the results of our research will shed light on future research. Researchers can contribute to this discussion by working on large samples of attitude differences between generations.

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APPENDICES

SAYIN KATILIMCI

Bu araştırma Adana Alparslan Türkeş Bilim ve Teknoloji Üniversitesinde Prof. Dr. Fatma Nur İPLİK danışmanlığında yürütülen Yüksek lisans tez çalışması için yapılmaktadır. Bu anket formu “**Çalışanların Örgütsel Bağlılık, İş Tatmini ve Sinizm Tutumlarının Kuşaklar Arası Farklılıklar Bağlamında İncelenmesi: Enerji Sektöründe Bir Çalışma**” amacıyla hazırlanmıştır. Ankette çalıştığınız kurumda üstlendiğiniz görev ve kurumunuza ilişkin algılamalarınızla ilgili ifadeleri değerlendirmeniz istenmektedir. Anket sonuçları sadece bilimsel amaçlı kullanılacaktır. Bu anket çalışmasında isim - soyisim talep edilmemekte olup, ankete verilen kişisel yanıtların açıklanması söz konusu değildir. İş temponuzda araştırmaya ayırmış olduğunuz zaman ve katkılarınız için teşekkür ederiz.

Olçay Umut SEVDİ

KİŞİSEL BİLGİLER

Lütfen her ifadenin yanında ya da altında yer alan parantezler içerisine “ X” işareti koyarak yanıtınızı belirleyiniz.

1. Cinsiyetiniz: Kadın () Erkek ()

2. Yaşınız: 22–26 () 27–31 () 32–36 () 37–42 () 43–57 () 58 ve üzeri ()

3. Medeni Durumunuz: Evli () Bekâr ()

4. Eğitim Durumunuz: İlköğretim () Lise () Yüksekokul () Üniversite ()
Yükseklisans () Doktora ()

5. Kaç yıldır bu Kurumda çalıştığınızı lütfen belirtiniz:

1 Yıldan az () 1–5 Yıl () 6–10 Yıl () 11–15 Yıl () 16–20 Yıl () 21 Yıl ()

6. Kaç yıldır bu Sektörde çalıştığınızı lütfen belirtiniz:

1 Yıldan az () 1–5 Yıl () 6–10 Yıl () 11–15 Yıl () 16–20 Yıl () 21 Yıl ()

****Lütfen tüm soruları eksiksiz tamamlamanızı rica ederiz.**

	Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1. Kariyer hayatımın geri kalan kısmını bu kurumda tamamlamaktan mutluluk duyarım.					
2. Ben kurumun karşılaştığı her problemi kendi problemim gibi hissederim.					
3. Bu kurumda çalışmanın benim için özel(kişisel) bir anlamı var.					
4. Şu an için çalıştığım kurumda kalmamın nedeni istediğim için olduğu kadar gereklilik de olmasıdır.					
5. İstesem bile şu an için çalıştığım kurumdan ayrılmak benim için çok zor olurdu.					
6. Şimdi işimden ayrılmak istediğime karar verirsem, hayatımda pek çok şey altüst olur.					
7. Bu kurumdan ayrılmayı göze alamayacak kadar az alternatifim olduğunu hissediyorum.					
8. Eğer bu kuruma kendimden bu kadar çok şey katmamış olsaydım başka bir yerde çalışmayı göz önünde bulundurabilirdim.					
9. Bu kurumdan ayrılmanın negatif sonuçlarından birisi de uygun alternatiflerin az olmasıdır.					
10. Ayrılmak benim için avantajlıda olsa, şu an kurumumdan ayrılmanın doğru olduğunu düşünmüyorum.					
11. Eğer şimdi kurumumdan ayrılırsam kendimi suçlu hissederim.					
12. Bu kurum benim sadakatimi hak ediyor.					
13. Bu kurumdaki insanlara olan sorumluluklarım nedeniyle şu an isten ayrılmazdım.					
14. Çalıştığım kuruma çok şey borçluyum.					
15. Çalıştığım kuruma karşı güçlü bir aidiyet hissetmiyorum					
16. Bu kuruma karşı duygusal bir bağlılık hissetmiyorum.					
17. Çalıştığım kurumda kendimi ailenin bir parçası gibi hissetmiyorum.					
18. Şimdiki yöneticilerimle birlikte çalışma zorunluluğu hissetmiyorum.					

	Hiç Memnun Değilim	Memnun Değilim	Kararsızım	Memnunum	Çok Memnunum
1. İşimin bana meşguliyet sağlaması açısından					
2. Bireysel olarak çalışma imkanı sunması açısından					
3. Bazen değişik şeyler yapılabilmesi açısından					
4. Toplumda "saygın bir kişi" olma şansı açısından					
5. Yöneticimin altında çalışanları idare etmesi açısından					
6. Yöneticimin karar verme yeteneği açısından					
7. İnisiyatif kullanma şansı sunması açısından					
8. İş güvencesi sağlaması açısından					
9. Birileri için bir şeyler yapabilme olanağı sağlaması açısından					
10. Kişilere ne yapacaklarını söyleme şansı sunması açısından					
11. Kişinin özgün yeteneklerini kullanabilmesine olanak sağlaması açısından					
12. İşle ilgili alınana kararların uygulanma olanağı sunması açısından					
13. Yaptığım işe karşılık aldığım ücret açısından					
14. Terfi olanağı sunma açısından					
15. Kendi kararlarımı uygulama serbestliğini sunması açısından					
16. İşimi yaparken kendi onayladığım yöntemleri kullanabilmeyi sunması açısından					
17. Çalışma şartları açısından					
18.İyi yaptığım işler sonucundan takdir edilmem açısından					
19. Yaptığım iş sonucunda elde ettiğim başarı hissi açısından					

	Kesinlikle katılmıyorum	Katılmıyorum	Kısmen Katılıyorum	Katılıyorum	Tamamen Katılıyorum
1. Çalıştığım kurumda, söylenenler ile yapılanların farklı olduğuna inanıyorum.					
2. Çalıştığım kurumun politikaları, amaçları ve uygulamaları arasında çok az ortak bir yön vardır					
3. Çalıştığım kurumda, bir uygulamanın yapılacağı söyleniyorsa, bunun gerçekleşip gerçekleşmeyeceği konusunda kuşku duyarım.					
4. Çalıştığım kurumda çalışanlardan bir şey yapması beklenir, ancak başka bir davranış ödüllendirilir.					
5. Çalıştığım kurumda, yapılacağı söylenen şeyler ile gerçekleşenler arasında çok az benzerlik görüyorum.					
6. Çalıştığım kurumu düşününce sinirlenirim.					
7. Çalıştığım kurumu düşününce hiddetlenirim					
8. Çalıştığım kurumu düşününce gerilim yaşıyorum.					
9. Çalıştığım kurumu düşününce içimi bir endişe duygusu kaplar					
10. Çalıştığım kurum dışındaki arkadaşlarıma, işte olup bitenler konusunda yakınıyorum.					
11. Çalıştığım kurumdaki ve çalışanlardan bahsedildiğinde, birlikte çalıştığım kişilerle anlamlı bir şekilde bakışırız					
12. Başkalarıyla, çalıştığım kurumdaki işlerin nasıl yürütüldüğü hakkında konuşurum.					
13. Başkalarıyla, çalıştığım kurumdaki uygulamaları ve politikaları eleştiririm.					

KATILIMINIZ İÇİN TEŞEKKÜR EDERİZ.

PERSONAL INFORMATION

Please put an "X" in the parentheses next to or below each statement.

determine your answer.

1. Your Gender: Female () Male ()

2. Age: 22–26 () 27–31 () 32–36 () 37–42 () 43–57 () 58 and over ()

3. Marital Status: Married() Single()

4. Educational Status: Primary Education () High School () Vocational School ()
University () Master's () Doctorate ()

5. Please indicate how many years you have worked in this Institution:

Less than 1 Year () 1–5 Years () 6–10 Years () 11–15 Years () 16–20 Years () 21 Years ()

6. Please indicate how many years you have worked in this sector:

Less than 1 Year () 1–5 Years () 6–10 Years () 11–15 Years () 16–20 Years () 21 Years ()

****Please complete all questions completely.**

	I strongly disagree	I do not agree	I'm undecided	I agree	Absolutely I agree
1. I would be very happy to spend the rest of my career in this organization.					
2. I really feel as if this organization's problems are my own.					
3. This organization has a great deal of personal meaning for me.					
4. Right now, staying with my job at this organization is a matter of necessity as much as desire					
5. It would be very hard for me to leave my job at this organization right now even if I wanted to.					
6. Too much of my life would be disrupted if I leave my organization.					
7. I believe I have too few options to consider leaving this organization.					
8. If I hadn't put so much of myself into this organization, I might consider working elsewhere.					
9. One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.					
10. Even if it were to my advantage, I do not feel it would be right to leave.					
11. I would feel guilty if I left this organization now.					
12. This organization deserves my loyalty.					
13. I would not leave my organization right now because of my sense of obligation to it.					
14. I owe a great deal to this organization.					
15. I do not feel a strong sense of belonging to this organization.					
16. I do not feel 'emotionally attached' to this organization.					
17. I do not feel like 'part of my family' at this organization.					
18. I do not feel obliged to work with my current managers.					

	I am not satisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Extremely Satisfied
1. Being able to keep busy all the time					
2. The chance to work alone on the job.					
3. The chance to do different things from time to time.					
4. The chance to be "somebody" in the community.					
5. The way my boss handles his/her workers.					
6. The competence of my supervisor in making decisions.					
7. In terms of offering a chance to take initiative.					
8. Job security.					
9. The chance to do things for other people.					
10. The chance to tell people what to do.					
11. The chance to do something that makes use of my abilities.					
12. The way company policies are put into practice.					
13. My pay and the amount of work I do.					
14. The chances for advancement on this job.					
15. The freedom to use my own judgment.					
16. The chance to try my own methods of doing the job.					
17. The working conditions.					
18. The praise I get for doing a good job.					
19. The feeling of accomplishment I get from the job					

