Folia Oeconomica
Acta Universitatis Lodziensis
ISSN 0208-6018 e-ISSN 2353-7663

https://www.czasopisma.uni.lodz.pl/foe/
4(365) 2023
DOI: https://doi.org/10.18778/0208-6018.365.04

Aygün Kam https://orcid.org/0000-0001-5187-6035

University of Lodz, Faculty of Economics and Sociology, Department of Local Government Economics Lodz, Poland, aygun.kam@uni.lodz.pl

Building Bridges: Understanding the Interplay between Generation X, Generation Y, and Generation Baby Boomers – Characteristics, Organisational Culture, and Organisational Identification in Modern Cities

Abstract: Over the years, the profile of a modern city dweller has been evolving and diversifying due to the emergence of various generations. Different generations are characterised by distinct expectations and perspectives towards life. Therefore, in today's highly dynamic environment, city authorities must deeply understand their city dwellers to build an influential organisational culture which will lead them to have city-friendly citizens in order to create resilient, sustainable, and inclusive cities. This study aims to define the impact of Generation X, Generation Y, and Generation Baby Boomers employees' characteristics on organisational culture and organisational identification relationships in terms of professional and urban life. From this perspective, a study was carried out on 460 white-collar employees who are city dwellers working stationary in the private sector in Istanbul. The data were obtained in the course of a quantitative study carried out through an interview questionnaire using the CAPI (Computer Assisted Personal Interview) technique. The primary

conclusions are that there is a statistically significant and positive relationship between clan (β = 0.360, p < 0.01) as well as market (β = 0.147, p < 0.05) culture and organisational identification. In addition, there is a statistically significant relationship between employees' experience levels and their perceptions of adhocracy culture (F = 3.19, p < 0.05), and there is no statistically significant difference between the perceptions of Generation X, Y, and Baby Boomers employees about organisational culture and organisational identification levels.

Keywords: modern cities, urban workforce, organisational culture, organisational identification, generations

JEL: A12, M00, M0, M1

1. Introduction

The modern city concept is an integrated system in which human and social capital heavily interact, using technology-based solutions (Pieroni et al., 2018). In that kind of urban spaces, investments in human and social capital as well as traditional and modern Information and Communication Technology (ICT) fuel sustainable economic growth and a high quality of life, with wise management of natural resources through participatory governance (Caragliu, Del Bo, Nijkamp, 2016).

Castells (1989) suggests that cities can no longer be conceived as cohesive social spaces. Instead, he argues that in the globalised space of flows produced in response to the possibilities offered by information technologies, the dynamics of how cities work are no longer driven by local concerns and relations within the city but also by the interactions (Knox, 2010). A literature review by Knox (2010) shows new attempts to open the city up by analysing urban forces as organisational phenomena. Different researchers indicate a need for innovative approaches that re-conceive and re-vision the city in new ways.

From an innovative perspective, every city can be considered a separate organisation worldwide. By treating urban centres in this way, a specific organisational culture and a parallel organisational identification can be identified there. These arise, among others, due to cultivated values, beliefs, and habits of residents and decision-makers or entrepreneurs operating within their borders (Kam, Trippner-Hrabi, 2021).

Every city has an organisational culture that emerges as a result of its values, beliefs, and customs. This organisational culture directly affects the relationship between city authorities and city-dwellers. It is expected that city-dwellers who adapt to the organisational culture will be more city-friendly, whereas it might be more challenging

to generate city-friendly attitudes among city-dwellers who do not adapt. Therefore, when approaching the topic from the perspective of city authorities-city-dwellers, it can be stated that organisational culture directly influences city-dwellers' levels of organisational identification, or in other words, their sense of belonging to modern cities.

Organisational identification refers to being in solidarity with the organisation (city), providing support through attitudes and behaviours, and perceiving the distinctive characteristics shared among organisational members (city-dwellers) (Miller et al., 2000). When considering the relationship between organisational identification and organisational culture, the influence of the generations to which city-dwellers belong within the organisation must also be taken into account. The expectations and perceptions of city dwellers from different generations will influence their organisational behaviours and, consequently, their levels of organisational identification. In short, the values and beliefs of Generation X, Y, and Baby Boomers can exhibit differences. It is believed that these differences can have a significant impact on the relationship between organisational culture and organisational identification.

Cities' main resources and non-financial capital are made up of people from various generations. Cities and organisations have changed and diversified their generational make up over time. This is caused by the entry of new generations into the workforce. It is believed that various generations have various expectations and perspectives on life. Therefore, companies and authorities in cities must be aware of the human resources that will enable them to achieve long-term success in the highly competitive sustainability of today. To enable future generations to concentrate on organisational objectives and city development plans, organisations and authorities need to establish appropriate strategies (Anholt, 2007; 2011; Kam, 2019; Trippner-Hrabi, Chądzyński, Kam, 2023).

The demographic composition and expectations of the population residing in urban areas have a significant impact on both economic growth and cultural exchange. Specifically, the unique characteristics and expectations of active generations in the workforce, such as Generations X, Y, and Baby Boomers, can play a crucial role in attracting investors and making cities appealing tourist destinations (Anholt, 2007; Markina, Drogomyretska, 2014).

The literature reveals varying perspectives on the categorisation of generational cohorts. Presently, it is widely acknowledged that there are five generations believed to exist globally. While different sources may refer to these generations by different names, the following classifications are commonly recognised: the Silent Generation (1925–1945), Baby Boomers (1946–1964), Generation X (1965–1980), Generation Y (1981–1995), and Generation Z (1996 and onwards) (Oblinger, Oblinger, 2005; Mücevher, 2015; Kam, 2019; 2021; 2023). This research focuses on the classification of generations based on their respective

names and historical timeframes. Specifically, the study investigates the Generation X, Y, and Baby Boomer cohorts, regarded as actively engaged in the modern urban workforce, as one of the primary subjects of research.

When the literature is examined, it is seen that there are many studies on organisational cultures, such as Schein (1984; 2010), Denison and Mishra (1995), Kam (2019), as well as Assoratgoon and Kantabutra (2023), organisational identification, such as Tajfel and Turner (1979), Ashforth and Mael (1989), Tokgöz and Seymen (2013), Kam (2019), and Sun et al. (2023), and generations, such as Kupperschmidt (2000), Hammil (2005), Schwarz (2008), Williams (2010), Kam (2019), and Hu and Huang (2023). However, there is a need for studies focusing on three study subjects together regarding cities and city administrations' perspectives using a broad approach. Hence, there is a lack of research that reveals the importance of the relationship between organisational culture, organisational identification and generations X, Y, and Baby Boomers characteristics in terms of cities and city administrations. This research is important because it eliminates the gap in the literature and adds a different perspective.

Considering all cities worldwide as distinct organisations allows for the identification of specific organisational cultures within them. These cultures arise from the cultivated values, beliefs, and practices of residents, decision-makers, and entrepreneurs operating within their boundaries (Yesil, Kaya, 2013; Mendoza Moheno, Hernández Calzada, Salazar Hernández, 2016). Organisational culture serves as a control mechanism and influences the formation of emotions, shaping the attitudes and behaviours of organisation members (Scott-Findlay, Estabrooks, 2006; Seymen, 2008). The organisational culture of cities also determines how they are perceived by residents and visitors. It can serve as an incentive or barrier to achieving various goals, such as attracting new investments, enticing talented employees, or fostering the development of universities. The cultural and historical characteristics of urban spaces create unique and distinct areas that hold significance for local communities and visitors. Culture can act as a driving force for regenerating economic growth, and leveraging information and communication technology (ICT) can help generate uniqueness and special qualities through a smart culture approach. Effective governance plays a crucial role in shaping economic development in cities, and integrating ICT are essential in the overall strategy to enhance inclusivity while providing opportunities for transformative changes – a concept known as smart governance (Allam, Newman, 2018).

The literature offers various frameworks for organisational culture structures. This study will focus on the clan, adhocracy, hierarchy, and market cultures as outlined in Cameron and Quinn's Competing Values Culture Model. In summary, the following cultural dimensions (Cameron, Quinn, 2006) will be examined:

1. Clan Culture: In organisations with a clan culture, shared values and goals revolve around participation, consistency, individualism, and fostering a strong sense of unity and cohesion.
2. Adhocracy Culture: Organisations with an adhocracy culture foster an environment that is adaptable and responsive to entrepreneurial, dynamic, creative, and environmental changes. It encourages innovation and risk-taking.
3. Hierarchy Culture: Organisations characterised by a hierarchy culture exhibit formalised and structured systems. Work processes are controlled through specific methods, and leaders in influential positions coordinate the organisation in an autocratic manner.
4. Market Culture: Organisations with a market culture lack centralised power and authority. Instead, power is transferred between individuals or task teams based on the subject or area being studied. Market-oriented organisations emphasise competition and achieving measurable results.

This study will investigate these cultural dimensions to understand their impact on city dwellers' organisational identification levels based on the theoretical foundations obtained through scientific research methods and a literature review. From this perspective, the study aims to define the impact of Generation X, Generation Y, and Generation Baby Boomers employees' characteristics on organisational culture and identification relationships in terms of professional and urban life. In this regard, a survey study was carried out on 460 white-collar employees who are city dwellers working stationary in the private sector in Istanbul. The conducted study methodology and results will be presented in the following parts.

2. Methods and materials

2.1. Methodological issues

The study incorporates the organisational culture scales developed by Quinn (1988), Cameron, Freeman and Mishra (1991), as well as Deshpandé, Farley, and Webster Jr. (1993), which are well-known in the literature. This combined Organisational Culture Scale, which consists of sixteen questions and four organisational cultures (clan, adhocracy, hierarchy, and market), determines related aspects. Our study model involves the cultural dimensions of the scale, clan, adhocracy, hierarchy, and market culture types. According to the literature, the scale developed by Mael and Ashforth (1992) is one of the most widely used scales to measure organisational identification, which is utilised in this study to evaluate organisational identification.

This study aims to define the impact of Generation X, Generation Y, and Generation Baby Boomers employees' characteristics on organisational culture and organisational identification relationships in terms of professional and urban life. The connection between organisational culture and employee organisational identification should be clarified for this aim. It is also crucial to indicate whether these variables are influenced by employee generation, level of education, experience, gender, and marital status.

The following hypotheses and study questions were chosen in accordance with this goal and problem.

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

Hypothesis 2: There is a statistically significant difference between perceptions of Generation X, Generation Y, and Generation Baby Boomers employees regarding organisational culture.

Hypothesis 3: There is a statistically significant difference in the perception of organisational culture taking into consideration demographic variables (gender, experience, marital status, and education levels).

Hypothesis 4: There is a statistically significant difference in the organisational identification levels of Generation X, Generation Y, and Generation Baby Boomers employees.

Hypothesis 5: There is a statistically significant difference in the organisational identification levels of employees taking into consideration demographic variables (gender, experience, marital status, and education levels).

Table 1 presents the logical order of the research questions and hypotheses.

We had an opportunity to completely define the meaning of the hypotheses with the assistance of additional study questions. It also allowed us to explore the issues brought on by the chosen objective and assumptions in a more in-depth way.

The importance of the research is related to the fact that a representative sample size of 460 white-collar private sector workers may allow us to generalise the results for the entire population of Istanbul city's private sector employees. Sekaran (2003) and Sekaran and Bougie (2016) suggest that sample sizes larger than 30 and less than 500 are appropriate for most research. In addition, 384 population sample is appropriate for over 1,00,000 general population for a confidence level of 95%. According to labour force research that excluded agricultural sector workers, held in 2021 by Public employment services of Turkey (ISKUR), there are a total of 5,781,000 working population that are over 15+ years old in Istanbul (İŞKUR, n.d.). Hence, 460 white-collar private sector workers are a representative population of private sector workers in Istanbul.

Table 1. The logic of applied hypotheses and research questions

Hypotheses	Research questions
H1: There is a statistically significant and positive relationship between organisational culture and organisational identification.	**RQ1:** Is there a statistically significant and positive relationship between employees' perceptions of clan, adhocracy, hierarchy, and market cultures and employees' organisational identification levels?
H2: There is a statistically significant difference between perceptions of Generation X, Generation Y, and Generation Baby Boomers employees regarding organisational culture. **H3:** There is a statistically significant difference in the perception of organisational culture taking into consideration demographic variables.	**RQ2:** Is there a statistically significant difference between Generation X, Generation Y, and Generation Baby Boomers employees' characteristics and their perceptions of clan, adhocracy, hierarchy, and market cultures? **RQ3:** Is there a statistically significant difference between male and female employees in terms of their perceptions of clan, adhocracy, hierarchy, and market cultures? **RQ4:** Is there a statistically significant difference between employees' experience levels and their perceptions of clan, adhocracy, hierarchy, and market cultures? **RQ5:** Is there a statistically significant difference between employees' marital status and their perceptions of clan, adhocracy, hierarchy, and market cultures? **RQ6:** Is there a statistically significant difference between employees' education levels and their perceptions of clan, adhocracy, hierarchy, and market cultures?
H4: There is a statistically significant difference in the organisational identification levels of Generation X, Genera-tion Y, and Generation Baby Boomers employees. **H5:** There is a statistically significant difference in the organisational identification levels of employees taking into consideration demographic variables.	**RQ7:** Is there a statistically significant difference between male and female employees and their organisational identification levels? **RQ8:** Is there a statistically significant difference between employees' experience levels and their organisational identification levels? **RQ9:** Is there a statistically significant difference between employees' marital status and their organisational identification levels? **RQ10:** Is there a statistically significant difference between employees' education levels and their organisational identification levels?

Source: own elaboration

2.2. Sample characteristics, data collection tools and techniques

In the study, data were collected using a questionnaire consisting of three sections. The first section included questions aimed at determining the participants' demographic characteristics. Among the demographic characteristics, the age section was used to measure to which generation the employees belonged. The second section included the Organisational Identification Scale, and the third included the Organisational Culture Scale. Before proceeding to the data collection phase of the research, a pilot study with 30 participants was conducted to assess the readability and comprehensibility of the questionnaire.

The study sample consists of 460 white-collar employees working stationary in the private sector in Istanbul. Stationary workers were chosen as the sample group to ensure that the participants were actually Istanbul city's dwellers. Among the 460 white-collar employees that constitute the sample of the study, 46 people are in the age range of 28–42 (Generation Y), 358 people are in the age range of 43–58 (Generation X), and 56 people are in the range of 59–77 (Generation Baby Boomers). It can be seen that Generation X is more dominant in the organisations where the study was conducted. There are certain quantitative disproportions regarding generation sample sizes due to the demographic structure of studied private sector organisations. However, the collected sample statistically is reliable for comparing research variables regarding generational characteristics within the private sector.

The length of service of surveyed employees (their career experience) was as follows: in the time range of one year between five years, 365 people; in the time range of six years between ten years, 52 people, and in the time range of eleven years between fifteen years, 43 people.

When we look at the gender characteristics of the employees, the breakdown is as follows: 40.4% (n = 186) men and 59.6% (n = 274) women, while in the case of the marital status of the employees: married 36.5% (n = 168) and single 63.5% (n = 292). The education level is as follows: secondary school 5.7% (n = 26), vocational school 7.6% (n = 35), bachelor 60.2% (n = 277), master 23.7% (n = 109), and doctoral degree 2.8% (13).

A three-part questionnaire was used to gather the study's data. Questions regarding figuring out the participants' demographics are included in the first section. The age distribution, one of the demographic characteristics, was used to evaluate the employee generation. The Organisational Identification Scale and Cameron & Quinn's Competing Values Culture Model Scale are covered in the second and third sections. A pilot study with 50 participants was done to determine the survey's readability and comprehension before moving on to the data-gathering stage of the study. The phases that led to this accomplishment are shown in Figure 1.

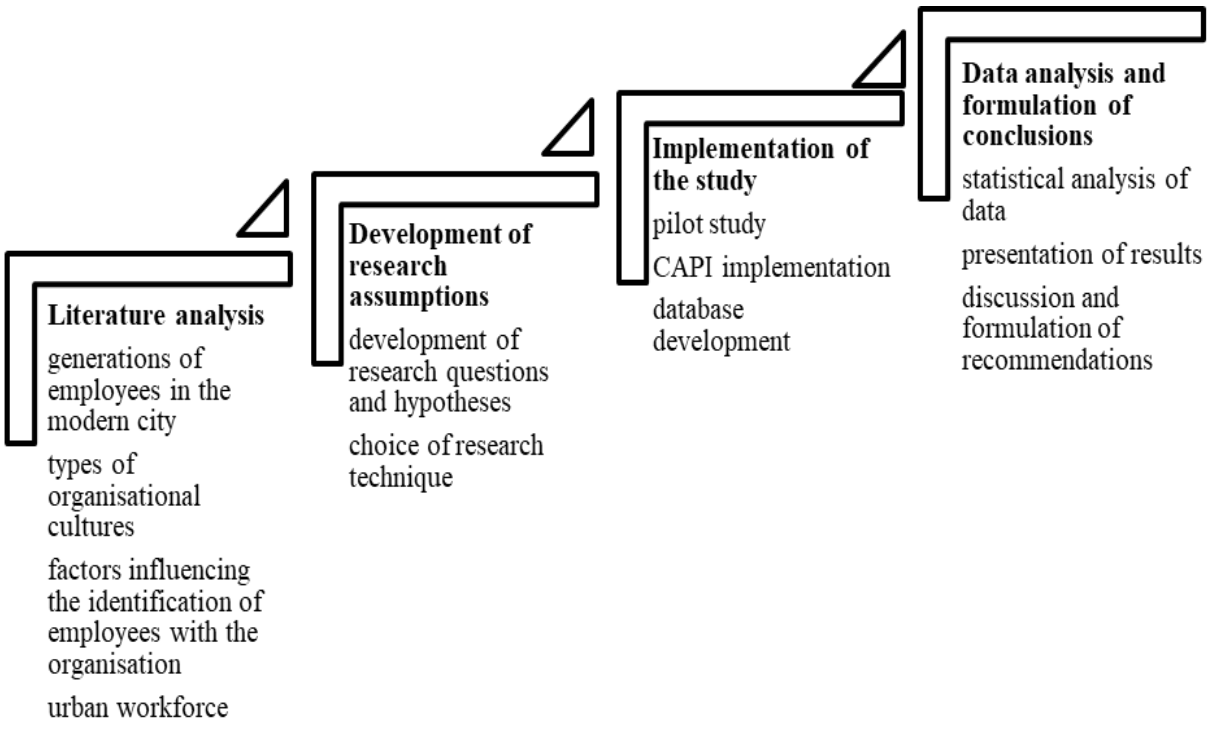

Figure 1. Research stages
Source: Kam, Trippner-Hrabi, 2021

This logical structure helped provide multi-dimensional answers to the questions related to the research's primary objective. The answers were to be theoretical and applicational by nature, allowing us to precisely operationalise the research process, consequently improving the accuracy of outcomes.

2.3. Reliability of the research instruments

CR values were evaluated to determine the reliability level of the organisational culture and organisational identification scales. The results showed that the reliability level for the organisational culture scale was 0.927, and the reliability level for the organisational identity scale was 0.779. These values demonstrate that the scales are sufficiently reliable.

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

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

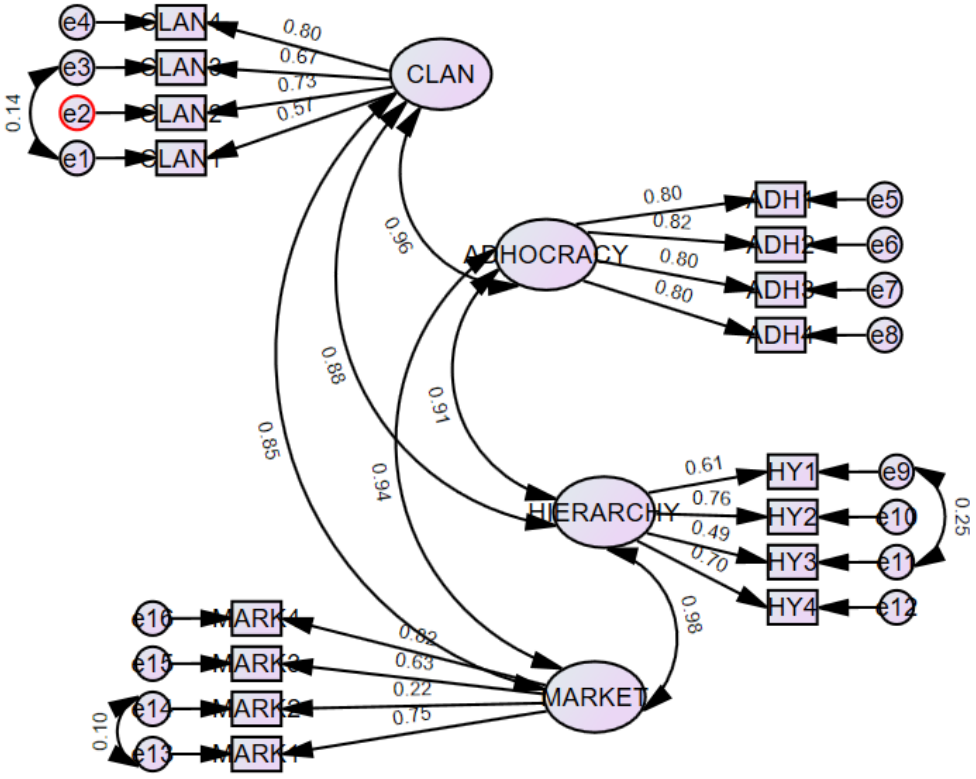

Figure 2. Confirmatory factor analysis of the Organisational Culture Scale
Source: own elaboration

Table 2. Confirmatory factor analysis results of the Organisational Culture Scale

χ2	Sd	*p*	χ2/sd	RMSEA	NFI	TLI	CFI	GFI	AGFI	IFI
292.41	95	$p < .01$	3.07	0.067	0.92	0.94	0.95	0.92	0.89	0.95

Source: own elaboration

When all the model data fit values are taken into account, it is clear that the established model matches the data. These results demonstrate that the Organisational Culture Scale's factor structure is supported by the data provided, demonstrating the scale's structural validity.

Confirmatory factor analysis (CFA) was used in the study to test the Organisational Identification Scale's model data fit. The picture below displays the fit values for this model.

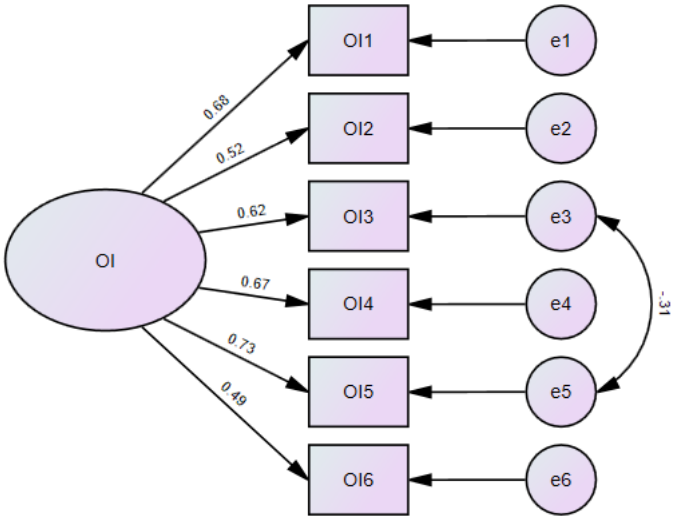

Figure 3. Confirmatory factor analysis of the Organisational Identification Scale
Source: own elaboration

Table 3. Organisational Identification Scale factor analysis results

$\chi 2$	Sd	p	$\chi 2$/sd	RMSEA	NFI	TLI	CFI	GFI	AGFI	IFI
22.14	8	$p < .05$	2.76	0.062	0.96	0.96	0.98	0.98	0.96	0.98

Source: own elaboration

When each of the values for model data fit are taken into account, it appears that the model developed matches the data well. These results demonstrate that the Organisational Identification Scale's factor structure is supported by the data obtained, demonstrating the scale's structural validity.

2.4. The conceptual background

In the study, the Social Identity Theory and the Generational Theory constitute the theoretical basis of the relationship between organisational culture, organisational identification, and characteristics of Generations X, Y, and Baby Boomers.

According to the Social Identity Theory, individuals tend to categorise themselves and others into social groups such as organisational membership, gender, age group, and religious affiliation (Ashforth, Mael, 1989). Organisational culture is an essential factor affecting the degree of identification of employees with the organisation. When approaching this relationship in terms of Social Identity Theory, the harmony of the existing values of cities with the values that make up the social identity of city dwellers is about the elements that make up their organisational culture. The strength or weakness of a given organisational culture determines the level of identification of city dwellers with their

city. A robust city culture will strengthen the individual's bond with the city. As a result of the integration of social identity with the city, it will lead to organisational identification with the city (Ashforth, Mael, 1989; Köse, 2009; Özkalp, 2013; Özgözgü, 2016; Korkmaz, Aydemir, Uysal, 2017).

When considering the elements that make up organisational culture by considering cities as separate organisations, we see such elements as social institutions, religion, language, moral rules, education, folklore, and celebrations emerge. The level of internalisation of these elements by the individuals who are members of the organisation with their personal identities and social identities constitute the organisational identification level of the individuals (Ashforth, Mael, 1989; Aydıntan, 2005; Köse, 2009; Ge, Su, Zhou, 2010). Considering all these factors, we may conclude that there is a significant relationship between organisational culture and organisational identification. Studies conducted by Özgözgü (2016), Korkmaz, Aydemir and Uysal (2017), Kam (2019), and Kam and Trippner-Hrabi (2021) indicate that there is a statistically significant and positive relationship between organisational culture and organisational identification.

The Generational Theory argues that members of the generation born and growing at different times and periods, affected by the historical, social, cultural and political events of the period in which they grew up, have different values, beliefs, attitudes and expectations and that all these differences have an effect on employee behaviour. When the subject is approached from this point of view, generations are a social culture subculture. This may lead to the assumption that the process of adaptation of different generation members within the organisation to its organisational culture and their organisational identification may vary given the Generational Theory (Doğan, 2007; Gürbüz, 2015).

In other words, considering that different generations in the organisation have different value judgments, there can be a statistically significant difference between the perceptions of Generations X, Y, and Baby Boomers about organisational culture and organisational identification. On the other hand, demographic variables of employees (their level of education, experience, gender, and marital status) may categorise different subcultures in the cities; these variables may affect the relationship between organisational culture and organisational identification.

2.5. The research model

Theoretical underpinnings support the connections between the issues investigated in the research. As a result, the following research model was developed.

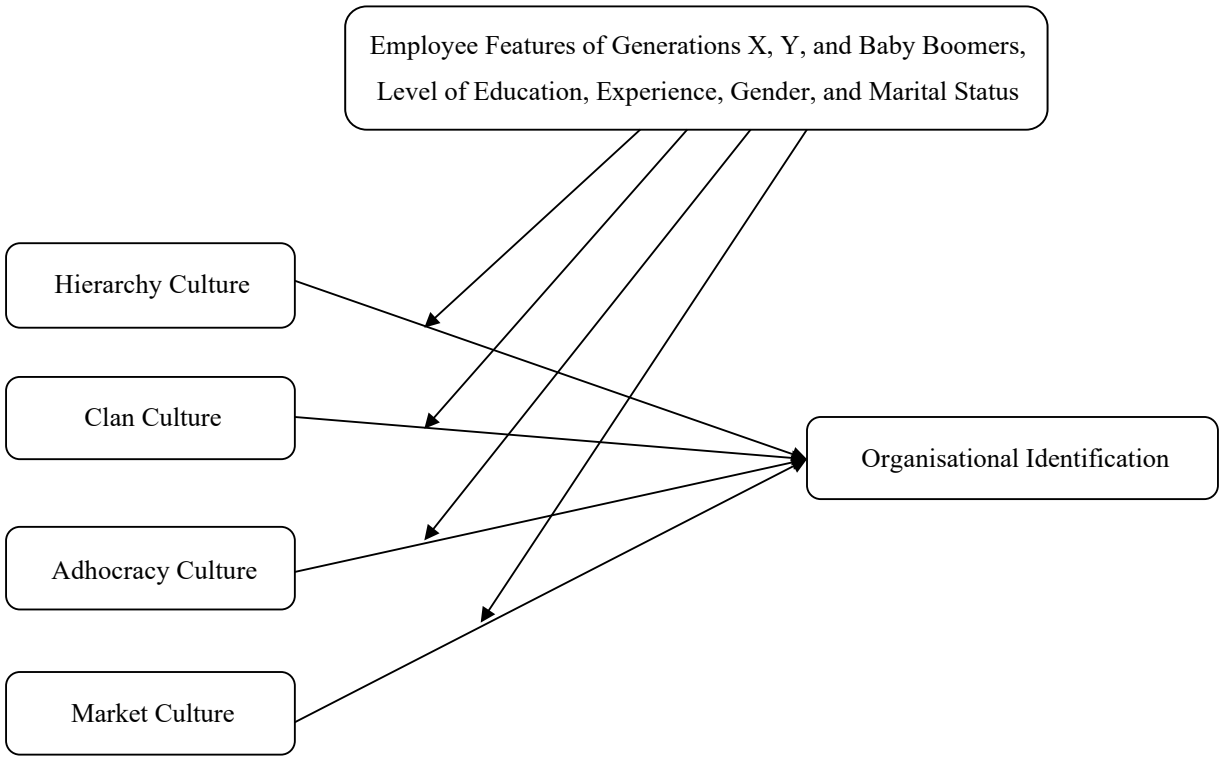

Figure 4. Research model
Source: own elaboration

According to the diagram above, the identification with the organisation results directly from the adopted organisational culture. On the other hand, generational features of employees, their level of education, experience, gender, and marital status indirectly impact it.

3. Research results

The level of employee identification with the entity and the organisational culture types are related, as indicated in the article's theoretical section. In Table 4, the association is displayed.

Table 4. Averages, standard deviation values and correlation coefficients for variables

Variables		Avg.	Sd.	1	2	3	4	5
1	Organisational Identification	3.57	0.79					
2	Clan Culture	3.25	0.98	0.452**				
3	Adhocracy Culture	3.27	1.04	0.391**	0.794**			
4	Hierarchy Culture	3.54	0.86	0.356**	0.657**	0.701**		
5	Market Culture	3.45	0.84	0.370**	0.600**	0.707**	0.715**	

Note: ** $p < .01$, $n = 460$.

Source: own elaboration

According to the correlation analysis conducted, there is a statistically significant and positive relationship between clan culture, adhocracy culture, hierarchy culture and market culture, which is one of the organisational culture dimensions, and organisational identification.

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

Table 5. Organisational Culture and Organisational Identification relationship regression analysis results

Variables	Organisational Identification (β)
1. Clan Culture	0.360**
2. Adhocracy Culture	– 0.016
3. Hierarchy Culture	0.026
4. Market Culture	0.147*
F	32.001
R^2	0.220
Corrected R^2	0.213

Note: ** $p < .01$, * $p < .05$ standard beta values are used, $n = 460$.

Source: own elaboration

A regression analysis was applied, dependent on organisational identification of organisational culture (clan, adhocracy, hierarchy and market). According to the results, there is a statistically significant and positive relationship between clan ($\beta = 0.360$, $p < 0.01$) as well as market ($\beta = 0.147$, $p < 0.05$) culture and organisational identification.

On the other hand, there is no statistically significant relationship between adhocracy (β = –0.016, p > 0.05) as well as hierarchy (β = 0.026, p > 0.05) cultures and organisational identification.

According to these findings, research question one was positively evaluated for clan and market cultures, and negatively evaluated for adhocracy and hierarchy cultures. Hence, Hypothesis 1, stating that 'There is a statistically significant and positive relationship between organisational culture and organisational identification,' was partially verified.

The relationships between organisational culture types (Clan, Adhocracy, Hierarchy and Market) and Generations X, Y, and Baby Boomers were subsequently examined.

Table 6. The relationships between Clan Culture and Generation X, Y and Baby Boomers employee features One Way Anova test analysis results

Generation Type	*N*	X	SD	Source of variance	Sum of squares	*df*	Mean square	F	*p*	Sig
Generation Y	46	3.36	0.90	Between Groups	0.89	2	0.44	0.46	0.62	
Generation X	358	3.22	0.97	Within Groups	437.47	457	0.95			
Baby Boomers	56	3.27	1.06	Total	438.37	459				
Total	460	3.24	0.97							

Source: own elaboration

When the data obtained were examined, it was concluded that there was no statistically significant relationship between clan culture and Generations X, Y, and Baby Boomers (F = 0.46, p > 0.05).

Table 7. The relationships between Adhocracy Culture and Generation X, Y, and Baby Boomers employee features One Way Anova test analysis results

Generation Type	*N*	X	SD	Source of variance	Sum of squares	*df*	Mean square	F	*p*	Sig
Generation Y	46	3.44	0.98	Between Groups	1.63	2	0.81	0.75	0.47	
Generation X	358	3.26	1.02	Within Groups	495.90	457	1.08			
Baby Boomers	56	3.19	1.15	Total	497.53	459				
Total	460	3.24	1.04							

Source: own elaboration

When the data obtained were examined, it was concluded that there was no statistically significant relationship between adhocracy culture and Generations X, Y, and Baby Boomers (F = 0.75, $p > 0.05$).

Table 8. The relationships between Hierarchy Culture and Generation X, Y, and Baby Boomers employee features One Way Anova test analysis results

Generation Type	*N*	X	SD	Source of variance	Sum of squares	*df*	Mean square	F	*p*	Sig
Generation Y	46	3.58	0.87	Between Groups	0.86	2	0.44	0.58	0.55	
Generation X	358	3.54	0.85	Within Groups	338.46	457	0.95			
Baby Boomers	56	3.42	0.87	Total	339.328	459				
Total	460	3.53	0.85							

Source: own elaboration

When the data obtained were examined, it was concluded that there was no statistically significant relationship between hierarchy culture and Generations X, Y, and Baby Boomers (F = 0.58, $p > 0.05$).

Table 9. The relationships between Market Culture and Generation X, Y, and Baby Boomers employee features One Way Anova test analysis results

Generation Type	*N*	X	SD	Source of variance	Sum of squares	*df*	Mean square	F	*p*	Sig
Generation Y	46	3.55	0.93	Between Groups	0.73	2	0.36	0.51	0.60	
Generation X	358	3.44	0.82	Within Groups	327.58	457	0.71			
Baby Boomers	56	3.38	0.88	Total	328.32	459				
Total	460	3.44	0.84							

Source: own elaboration

When the data obtained were examined, it was concluded that there was no statistically significant relationship between market culture and Generations X, Y, and Baby Boomers (F = 0.51, $p > 0.05$).

According to the results of the analyses, research question two was answered in the negative. Thus, Hypothesis 2, which states that 'H2: There is a statistically significant difference between perceptions of Generation X, Generation Y, and Generation Baby Boomers employees regarding organisational culture,' was rejected.

Independent group t-tests were used to determine the relationship between employees' gender and their perceptions of clan, adhocracy, hierarchy, and market cultures. This relationship is presented in tables below.

Table 10. The relationship between employee gender and perceptions of Clan Culture Independent Group T-Test analysis results

	Gender	X	SD	F	*p*
Clan Culture	Male	3.28	0.94	0.77	0.49
	Female	3.22	0.99		

Source: own elaboration

According to the results of the analysis, it was concluded that there was no statistically significant difference between perceptions of clan culture by male ($\bar{x}$ = 3.28, $p > 0.05$) and female ($\bar{x}$ = 3.22, $p > 0.05$) employees.

Table 11. The relationship between employee gender and perceptions of Adhocracy Culture Independent Group T-Test analysis results

	Gender	X	SD	F	*p*
Adhocracy Culture	Male	3.31	1.05	0.40	0.52
	Female	3.24	1.03		

Source: own elaboration

According to the results of the analysis, it was concluded that there was no statistically significant difference between perceptions of adhocracy culture by male ($\bar{x}$ = 3.31, $p > 0.05$) and female ($\bar{x}$ = 3.24, $p > 0.05$) employees.

Table 12. The relationship between employee gender and perceptions of Hierarchy Culture Independent Group T-Test analysis results

	Gender	X	SD	F	*p*
Hierarchy Culture	Male	3.56	0.82	0.14	0.60
	Female	3.51	0.88		

Source: own elaboration

According to the results of the analysis, it was concluded that there was no statistically significant difference between perceptions of hierarchy culture by male ($\bar{x}$ = 3.56, $p > 0.05$) and female ($\bar{x}$ = 3.51, $p > 0.05$) employees.

Table 13. The relationship between employee gender and perceptions of Market Culture Independent Group T-Test analysis results

	Gender	X	SD	F	*p*
Market Culture	Male	3.52	0.83	0.17	0.84
	Female	3.39	0.84		

Source: own elaboration

According to the results of the analysis, it was concluded that there was no statistically significant difference between perceptions of market culture by male ($\bar{x}$ = 3.52, $p > 0.05$) and female ($\bar{x}$ = 3.39, $p > 0.05$) employees.

Hence, it reveals that there is no significant relationship between employees' gender and their perceptions of clan, adhocracy, hierarchy, and market cultures. According to this finding, research question three was answered negatively.

One Way Anova tests were used to determine the relationship between employees' experience levels and their perceptions of clan, adhocracy, hierarchy, and market cultures. This relationship is presented in tables below.

Table 14. The relationships between employees' experience levels and perceptions of Clan Culture One Way Anova test analysis results

Experience	*N*	X	SD	Source of variance	Sum of squares	*df*	Mean square	F	*p*	Sig
One Year Between Five Years	365	3.26	0.97	Between Groups	4.60	2	2.30	2.42	0.09	
Five Years Between Ten Years	52	2.98	1.01	Within Groups	433.76	457	0.95			
Ten Years Between Fifteen Years	43	3.37	0.97	Total	438.37	459				
Total	460	3.24	0.97							

Source: own elaboration

When the data obtained were examined, it was concluded that there was no statistically significant relationship between employees' experience levels and their perceptions of clan culture (F = 2.42, $p > 0.05$).

Table 15. The relationships between employees' experience levels and perceptions of Adhocracy Culture One Way Anova test analysis results

Experience	*N*	X	SD	Source of variance	Sum of squares	*df*	Mean square	F	*p*	Sig
One Year Between Five Years (1)	365	3.31	1.01	Between Groups	6.85	2	3.43	3.19	0.04	1–2
Five Years Between Ten Years (2)	52	2.93	1.06	Within Groups	490.68	457	1.07			
Ten Years Between Fifteen Years (3)	43	3.33	1.21	Total	497.53	459				
Total	460	3.27	1.04							

Source: own elaboration

When the data obtained were examined, it was concluded that there was a statistically significant relationship between employees' experience levels and their perceptions of adhocracy culture ($F = 3.19$, $p < 0.05$). The LSD test is one of the Post Hoc tests applied to identify relationships. The analysis indicates that employees who have one year between five years of work experience in their current companies ($X = 3.31$) have perceptions of adhocracy culture higher than employees who have five years between ten years of work experience in their current companies ($X = 2.93$).

Table 16. The relationships between employees' experience levels and perceptions of Hierarchy Culture One Way Anova test analysis results

Experience	*N*	X	SD	Source of variance	Sum of squares	*df*	Mean square	F	*p*	Sig
One Year Between Five Years	365	3.55	0.86	Between Groups	2.60	2	1.30	1.76	0.17	
Five Years Between Ten Years	52	3.31	0.83	Within Groups	336.73	457	0.74			
Ten Years Between Fifteen Years	43	3.61	0.87	Total	339.32	459				
Total	460	3.53	0.86							

Source: own elaboration

When the data obtained were examined, it was concluded that there was no statistically significant relationship between employees' experience levels and their perceptions of hierarchy culture (F = 1.76, $p > 0.05$).

Table 17. The relationships between employees' experience levels and perceptions of Market Culture One Way Anova test analysis results

Experience	*N*	X	SD	Source of variance	Sum of squares	*df*	Mean square	F	*p*	Sig
One Year Between Five Years	365	3.48	0.84	Between Groups	3.25	2	1.62	2.28	0.10	
Five Years Between Ten Years	52	3.22	0.83	Within Groups	325.07	457	0.71			
Ten Years Between Fifteen Years	43	3.40	0.85	Total	328.32	459				
Total	460	3.44	0.84							

Source: own elaboration

When the data obtained were examined, it was concluded that there was no statistically significant relationship between employees' experience levels and their perceptions of market culture (F = 2.28, $p > 0.05$).

According to the results of the analyses, research question four was answered positively for perceptions of adhocracy culture and answered negatively for perceptions of clan, hierarchy, and market cultures. An independent group t-test was used to determine the relationship between employees' marital status and their perceptions of clan, adhocracy, hierarchy, and market cultures. This relationship is presented in tables below.

Table 18. The relationship between employees' marital status and perceptions of Clan Culture Independent Group T-Test analysis results

Clan Culture	Marital Status	X	SD	F	*p*
	Single	3.24	0.97	0.52	0.97
	Married	3.25	0.99		

Source: own elaboration

According to the results of the analysis, it was concluded that there was no statistically significant difference between perceptions of clan culture by single ($\bar{x}$ = 3.24, p > 0.05) and married ($\bar{x}$ = 3.25, p > 0.05) employees.

Table 19. The relationship between employees' marital status and perceptions of Adhocracy Culture Independent Group T-Test analysis results

	Marital Status	X	SD	F	*p*
Adhocracy Culture	Single	3.29	1.01	1.10	0.51
	Married	3.23	1.08		

Source: own elaboration

According to the results of the analysis, it was concluded that there was no statistically significant difference between perceptions of adhocracy culture by single ($\bar{x}$ = 3.29, p > 0.05) and married ($\bar{x}$ = 3.23, p > 0.05) employees.

Table 20. The relationship between employees' marital status and perceptions of Hierarchy Culture Independent Group T-Test analysis results

	Marital Status	X	SD	F	*p*
Hierarchy Culture	Single	3.57	0.84	0.92	0.23
	Married	3.47	0.88		

Source: own elaboration

According to the results of the analysis, it was concluded that there was no statistically significant difference between perceptions of hierarchy culture by single ($\bar{x}$ = 3.57, p > 0.05) and married ($\bar{x}$ = 3.47, p > 0.05) employees.

Table 21. The relationship between employees' marital status and perceptions of Market Culture Independent Group T-Test analysis results

	Marital Status	X	SD	F	*p*
Market Culture	Single	3.47	0.84	1.71	0.31
	Married	3.39	0.85		

Source: own elaboration

According to the results of the analysis, it was concluded that there was no statistically significant difference between perceptions of market culture by single ($\bar{x}$ = 3.47, $p > 0.05$) and married ($\bar{x}$ = 3.39, $p > 0.05$) employees. Hence, it reveals that there is no significant relationship between employees' marital status and their perceptions of clan, adhocracy, hierarchy, and market cultures According to this finding, research question five was answered negatively.

One Way Anova tests were used to determine the relationship between employees' education levels and perceptions of clan, adhocracy, hierarchy, and market cultures. This relationship is presented in tables below.

Table 22. The relationships between employees' education levels and perceptions of Clan Culture One Way Anova test analysis results

Education	*N*	X	SD	Source of variance	Sum of squares	*df*	Mean square	F	*p*	Sig
Secondary School	26	3.48	1.05	Between Groups	3.44	4	0.86	0.90	0.46	
Vocational School	35	3.29	1.08	Within Groups	434.92	455	0.95			
Bachelor	277	3.24	0.99	Total	438.37	459				
Master	109	3.22	0.86							
PhD	13	2.86	1.06							
Total	460	3.24	0.97							

Source: own elaboration

When the data obtained were examined, it was concluded that there was no statistically significant relationship between employees' education levels and their perceptions of clan culture (F = 0.90, $p > 0.05$).

Table 23. The relationships between employees' education levels and perceptions of Adhocracy Culture One Way Anova test analysis results

Education	*N*	X	SD	Source of variance	Sum of squares	*df*	Mean square	F	*p*	Sig
Secondary School	26	3.64	0.96	Between Groups	6.09	4	1.52	1.41	0.23	
Vocational School	35	3.42	1.06	Within Groups	491.44	455	1.08			
Bachelor	277	3.27	1.06	Total	497.54	459				
Master	109	3.15	0.98							
PhD	13	3.15	1.10							
Total	460	3.27	1.04							

Source: own elaboration

When the data obtained were examined, it was concluded that there was no statistically significant relationship between employees' education levels and their perceptions of adhocracy culture ($F = 1.41$, $p > 0.05$).

Table 24. The relationships between employees' education levels and perceptions of Hierarchy Culture One Way Anova test analysis results

Education	*N*	X	SD	Source of variance	Sum of squares	*df*	Mean square	F	*p*	Sig
Secondary School	26	3.66	0.83	Between Groups	1.00	4	0.25	0.34	0.85	
Vocational School	35	3.46	0.97	Within Groups	338.32	455	0.74			
Bachelor	277	3.53	0.87	Total	339.32	459				
Master	109	3.55	0.79							
PhD	13	3.36	0.86							
Total	460	3.53	0.86							

Source: own elaboration

When the data obtained were examined, it was concluded that there was no statistically significant relationship between employees' education levels and their perceptions of hierarchy culture ($F = 0.34$, $p > 0.05$).

Table 25. The relationships between employees' education levels and perceptions of Market Culture One Way Anova test analysis results

Education	*N*	X	SD	Source of variance	Sum of squares	*df*	Mean square	F	*p*	Sig
Secondary School	26	3.81	0.78	Between Groups	4.87	4	1.22	1.71	0.15	
Vocational School	35	3.59	0.98	Within Groups	323.45	455	0.71			
Bachelor	277	3.43	0.85	Total	328.32	459				
Master	109	3.37	0.77							
PhD	13	3.40	0.78							
Total	460	3.44	0.84							

Source: own elaboration

When the data obtained were examined, it was concluded that there was no statistically significant relationship between employees' education levels and their perceptions of market culture ($F = 1.71$, $p > 0.05$). Hence, it reveals that there is no statistically significant relationship between employees' education levels and their perceptions of clan, adhocracy, hierarchy, and market cultures. According to this finding, research question six was answered negatively.

According to these results, Hypothesis 3, which states 'There is a statistically significant difference in the perception of organisational culture taking into consideration demographic variables,' was partially accepted. Because there was only a significant difference between employees' experience levels and their perceptions of adhocracy culture.

One Way Anova tests were used to determine whether there is a statistically significant difference in the organisational identification levels of Generation X, Generation Y, and Generation Baby Boomers employees. This relationship is presented in the table below.

Table 26. The relationships between Organisational Identification and Generation X, Y, and Baby Boomers employee features One Way Anova test analysis results

Generation Type	*N*	X	SD	Source of variance	Sum of squares	*df*	Mean square	F	*p*	Sig
Generation Y	46	3.67	0.75	Between Groups	0.57	2	0.28	0.45	0.63	
Generation X	358	3.56	0.80	Within Groups	287.80	457	0.63			
Baby Boomers	56	3.54	0.79	Total	288.37	459				
Total	460	3.57	0.79							

Source: own elaboration

When the data obtained were examined, it was concluded that there was no statistically significant relationship between organisational identification and Generation X, Y, and Baby Boomers Employee Features ($F = 0.45$, $p > 0.05$).

According to these results, Hypothesis 4, which states 'There is a statistically significant difference in the organisational identification levels of Generation X, Generation Y, and Generation Baby Boomers employees,' was rejected.

An independent group t-test was used to determine the relationship between employees' gender and their organisational identification levels. This relationship is presented in the tables below.

Table 27. The relationship between employees' gender and Organisational Identification levels Independent Group T-Test analysis results

Organisational Identification	Gender	X	SD	F	*p*
	Male	3.59	0.80	0.16	0.58
	Female	3.55	0.78		

Source: own elaboration

According to the results of the analysis, it was concluded that there was no statistically significant difference between organisational identification levels of male ($\bar{x} = 3.59$, $p > 0.05$) and female ($\bar{x} = 3.55$, $p > 0.05$) employees. As a result, research question seven was answered negatively.

A One Way Anova test was used to determine relationships between employees' experience levels and their organisational identification levels. This relationship is presented in the table below.

Table 28. The relationships between employees' experience levels and Organisational Identification levels One Way Anova test analysis results

Experience	*N*	X	SD	Source of variance	Sum of squares	*df*	Mean square	F	*p*	Sig
One Year Between Five Years	365	3.57	0.77	Between Groups	2.07	2	1.04	1.65	1.92	
Five Years Between Ten Years	52	3.40	0.96	Within Groups	286.30	457	0.62			
Ten Years Between Fifteen Years	43	3.68	0.75	Total	288.37	459				
Total	460	3.56	0.79							

Source: own elaboration

When the data obtained were examined, it was concluded that there was no statistically significant relationship between employees' experience levels and their organisational identification levels ($F = 1.65$, $p > 0.05$). According to this finding, research question eight was answered negatively.

An independent group t-test was used to determine the relationship between employees' marital status and their organisational identification levels. This relationship is presented in the tables below.

Table 29. The relationship between employees' marital status and Organisational Identification levels independent group T-Test analysis results

Organisational Identification	Marital Status	X	SD	F	*p*
	Single	3.55	0.78	0.44	0.67
	Married	3.59	0.81		

Source: own elaboration

According to the results of the analysis, it was concluded that there was no statistically significant difference between organisational identification levels of single ($\bar{x} = 3.55$, $p > 0.05$) and married ($\bar{x} = 3.59$, $p > 0.05$) employees. Hence, research question nine was answered negatively.

A One Way Anova test was used to determine relationships between employees' education levels and their organisational identification levels. This relationship is presented in the table below.

Table 30. The relationships between employees' education levels and Organisational Identification levels One Way Anova test analysis results

Education	*N*	X	SD	Source of variance	Sum of squares	*df*	Mean square	F	*p*	Sig
Secondary School	26	3.48	0.79	Between Groups	1.62	4	0.40	0.64	0.63	
Vocational School	35	3.51	0.75	Within Groups	286.76	455	0.63			
Bachelor	277	3.60	0.77	Total	288.37	459				
Master	109	3.55	0.77							
PhD	13	3.29	1.36							
Total	460	3.56	0.79							

Source: own elaboration

When the data obtained were examined, it was concluded that there was no statistically significant relationship between employees' education levels and their organisational identification levels ($F = 0.64$, $p > 0.05$). According to this finding, research question ten was answered negatively.

According to these results, Hypothesis 5, which states 'There is a statistically significant difference in the organisational identification levels of employees taking into consideration demographic variables.' was rejected.

Table 31 presented below shows the verification of the hypotheses adopted in the study.

Table 31. Hypothesis Table

Hypotheses	Hypotheses
Hypothesis 1	Partially Accepted
Hypothesis 2	Rejected
Hypothesis 3	Partially Accepted
Hypothesis 4	Rejected
Hypothesis 5	Rejected

Source: own elaboration

According to Table 31, Hypothesis 1 and Hypothesis 3 were partially accepted, and Hypothesis 2, Hypothesis 4, and Hypothesis 5 were rejected.

According to the results of the research, it was concluded that there was a statistically significant and positive relationship between clan ($\beta = 0.360$, $p < 0.01$) as well as market ($\beta = 0.147$, $p < 0.05$) culture and organisational identification. This result shows that there is a partially significant and positive relationship between organisational culture and organisational identification.

The argument that there is a statistically significant difference between perceptions of Generation X, Generation Y, and Generation Baby Boomers employees regarding organisational culture was rejected. It is concluded that there is no statistically significant difference between perceptions of Generation X, Generation Y, and Generation Baby Boomers employees regarding organisational culture.

On the other hand, it reveals that there was a significant relationship between employees' experience levels and their perceptions of adhocracy culture ($F = 3.19$, $p < 0.05$). City dwellers who have one year between five years of work experience in their current companies ($X = 3.31$) have perceptions of adhocracy culture higher than employees who have five years between ten years of work experience in their current companies ($X = 2.93$). Hence, the argument that there is a statistically significant difference in the perception of organisational culture taking into consideration demographic variables was partially confirmed.

According to the analysis results, the argument that there is a statistically significant difference in the organisational identification levels of Generation X, Generation Y, and Generation Baby Boomers employees was rejected. There is no statistically significant difference in the organisational identification levels of Generation X, Generation Y, and Generation Baby Boomers employees.

Lastly, the argument that there is a statistically significant difference in the organisational identification levels of employees taking into consideration demographic variables was rejected. It is concluded that there is no statistically significant difference in the organisational identification levels of employees taking into consideration demographic variables.

4. Conclusions

As a result, there is a statistically significant and positive relationship between clan ($\beta = 0.360$, $p < 0.01$) as well as market ($\beta = 0.147$, $p < 0.05$) culture and organisational identification. However, clan culture has the most statistically significant

and positive relationship with organisational identification. From this point of view, having a clan culture in modern cities can be appropriate to increase organisational identification among city residents.

Organisational culture affects the organisational identification of employees or city dwellers, in other words, the level of identification with the city. City administrators need to be familiar with appropriate organisational culture types to create an organisational culture with residents with high levels of organisational identification. When this finding is evaluated concerning city administrators, it is an essential result that may prove to be useful in practice. The knowledge that clan culture has a meaningful relationship with organisational identification will give city administrators certain advantages in terms of running their organisations.

If city dwellers are characterised by a high organisational identification level, having city-friendly citizens in modern cities can be more attainable. The existence of individuals with high levels of organisational identification often yields positive results. City-friendly citizens play a crucial role in creating resilient, sustainable, and inclusive cities. Their proactive involvement, backing of neighbourhood initiatives, adoption of sustainable practices, and dedication to promoting community well-being all help to create a vibrant urban environment that is advantageous to all people.

On the other hand, research outcomes show that there is a statistically significant relationship between employees' experience levels and perceptions of adhocracy culture ($F = 3.19$, $p < 0.05$). City dwellers who have one year between five years of work experience in their current companies ($X = 3.31$) have perceptions of adhocracy culture higher than employees who have five years between ten years of work experience in their current companies ($X = 2.93$). From this point of view, it is concluded that experience in a company or the timeframe of living in a city is significant for organisational culture perceptions. In other words, if city dwellers continue to live in their hometowns or neighbourhoods for more than five years, their perceptions differ.

According to the literature, the issue of Generation X, Y, and Baby Boomers employee characteristics, which is another subject of the presented research, is a popular topic. The study examined the impact of Generation X, Generation Y, and Generation Baby Boomers employees' characteristics on organisational culture and organisational identification relationships in terms of professional and urban life. Contrary to expectations, there was no statistically significant difference between the perceptions of Generation X, Y and Baby Boomers employees about organisational culture and organisational identification levels.

Several potential explanations can be put forth to account for this outcome (Kam, 2019; Kam, Trippner-Hrabi, 2021). Firstly, it is plausible that the scientific foundations of generational research may lack sufficient strength. Secondly, existing generational classifications are based on generalisations formulated by various researchers.

Furthermore, the economic, cultural, and political features characteristic of the study period could potentially exert similar influences on the perspectives of individuals from different generations. Even though employees belong to distinct generational cohorts, it is conceivable that the research was conducted within institutions where they share common organisational cultures and values. Lastly, the study used employee characteristics and age ranges representing Generation X, Y, and Baby Boomers which were developed considering the cultural, economic, and political contexts specific to the United States. However, it is essential to note that this classification may not be valid or applicable in the context of Turkey.

The study that is being presented is significant because its findings show that, contrary to popular belief, different generations have the same perspectives and characteristics. The study also emphasises the significance of different generations for the development of cities since demographic composition is crucial for urban economic and cultural growth. Finally, city administrators need to be familiar with appropriate organisational culture types to create an organisational culture fostering the emergence of residents with high levels of organisational identification.

5. Discussions

According to Sathe (1983), organisational culture consists of beliefs and values shared by members of the organisation. Organisational identification, on the other hand, signifies being part of the organisation, supporting it with positive attitudes and behaviours, and perceiving the distinctive characteristics shared by the organisation's members (Miller et al., 2000; Şişman, 2011). As observed in the conducted research, a statistically significant and positive relationship exists between clan culture as well as market culture and organisational identification. In the future, investigations into the relationship between organisational culture and organisational identification, in light of this information, can be positioned under more detailed subheadings, examining differences in the impact of various organisational culture elements such as ceremonies, meetings, heroes, language, attire, and communication styles on organisational identification.

The findings of the presented study indicate that there was no statistically significant difference between the perceptions of Generation X, Y, and Baby Boomers city dwellers about organisational culture and organisational identification levels. The development of descriptive and explanatory systematic measurement methods that may be more suitable for Turkey or similar countries for studies on the characteristics of Generation X, Y, and Baby Boomers employees is essential in the literature. This study is valuable as it can guide future research.

Lastly, the study encompassed research on white-collar workers who have stationary work (offline) in the private sector in Istanbul. Due to cost and time constraints, the research includes 460 white-collar employees from the private sector. It would be best practice to conduct a study with a similar research concept in the public sector to compare findings. In addition, the research was conducted only in stationary working companies. When one considers that remote work is increasingly popular worldwide, it can be good practice to research remote workers as well.

References

Allam Z., Newman P. (2018), *Redefining the smart city: Culture, metabolism and governance*, "Smart Cities", vol. 1(1), pp. 4–25.

Anholt S. (2007), *What is competitive identity?*, [in:] S. Anholt, *Competitive identity*, Springer Nature, London, pp. 1–23.

Anholt S. (2011), *Beyond the Nation Brand: The Role of Image and Identity in International Relations*, [in:] A. Pike (ed.), *Brands and branding geographies*, Edward Elgar Publishing, Cheltenham, pp. 6–12.

Ashforth B.E., Mael F. (1989), *Social Identity Theory and The Organization*, "Academy of Management Review", vol. 14(1), pp. 20–39.

Assoratgoon W., Kantabutra S. (2023), *Toward a sustainability organizational culture model*, "Journal of Cleaner Production", 136666.

Aydıntan B. (2005), *Cultural Diversity and Its Effects in Multinational Business*, [in:] O.A. Seymen, T. Bolat (eds.), *Globalization and Multinational Business*, Celal Bayar University, Manisa, pp. 153–178.

Cameron K.S., Quinn R.E. (2006), *Diagnosing and Changing Culture Organizational Based on the competing values framework*, John Willey & Sons Inc., San Francisco.

Cameron K.S., Freeman S.J., Mishra A.K. (1991), *Best practices in white-collar downsizing: Managing contradictions*, "Academy of Management Perspectives", vol. 5(3), pp. 57–73.

Caragliu A., Del Bo C., Nijkamp P. (2011), *Smart cities in Europe*, "Journal of Urban Technology", vol. 18(2), pp. 65–82.

Castells M. (1989), *The informational city: Technology, economic restructuring, and the urban-regional process*, Basil Blackwell, Oxford.

Denison D.R., Mishra A.K. (1995), *Toward A Theory of Organizational Culture and Effectiveness*, "Organization Science", vol. 6(2), pp. 204–223.

Deshpandé R., Farley J.U., Webster Jr. F.E. (1993), *Corporate culture, customer orientation, and innovativeness in Japanese firms: a quadrad analysis*, "Journal of Marketing", vol. 57(1), pp. 23–37.

Doğan B. (2007) *Organization culture*, Beta Publications, Istanbul.

Ge J., Su X., Zhou Y. (2010), *Organizational socialization, organizational identification and organizational citizenship behavior: An empirical research of Chinese high-tech manufacturing enterprises*, "Nankai Business Review International", vol. 1(2), pp. 166–179.

Gürbüz S. (2015), *Generational Differences: A Myth or Reality?*, "İş ve İnsan Dergisi", vol. 2(1), pp. 39–57.

Hammill G. (2005), *Mixing and Managing Four Generations of Employees*, "FDU Magazine Online", vol. 12(2).

Hu Y., Huang J. (2023), *Delineating and comparing local labor market geographies of Millennials, Generation Xers, and Baby Boomers*, "Travel Behaviour and Society", vol. 30, pp. 325–334.

İŞKUR (n.d.), https://www.iskur.gov.tr/ [accessed: 7.05.2023].

Kam A. (2019), *Örgüt kültürü ve örgütsel özdeşleşme ilişkisinde X ve Y kuşağı işgören özelliklerinin etkisi*, Master's thesis, Balıkesir Üniversitesi Sosyal Bilimler Enstitüsü.

Kam A. (2021), *The importance of different generational features for urban management and planning*, SKN SPATIUM, Lodz.

Kam A. (2023), *Remote work in the public institutions: Theoretical considerations and exploration of its potential benefits*, "Polityka Społeczna", vol. 19(eng (1)), pp. 13–19.

Kam A., Trippner-Hrabi J. (2021), *The influence of generation X and Y employees on modern cities*, "Acta Universitatis Lodziensis. Folia Oeconomica", vol. 1(352), pp. 39–61.

Knox H. (2010), *Cities and organisation: The information city and urban form*, "Culture and Organization", vol. 16(3), pp. 185–195.

Korkmaz O., Aydemir S., Uysal H.T. (2017), *The Impact of the Dominant Institutional Culture on Organizational Identification*, "Journal of Balkan Social Sciences", vol. 6(12), pp. 62–81.

Köse C.G. (2009), *Contribution of Organizational Identification to Continuous Improvement Efforts of Employees: A Study*, Istanbul University Institute of Social Sciences, Istanbul.

Kupperschmidt B.R. (2000), *Multigeneration Employees: Strategies For Effective Management*, "The Health Care Manager", vol. 19(1), pp. 65–76.

Mael F., Ashforth B.E. (1992), *Alumni and their alma mater: A partial test of the reformulated model of organizational identification*, "Journal of Organizational Behavior", vol. 13(2), pp. 103–123.

Markina I., Drogomyretska M. (2014), *The role of branding in the sustainable development of tourist destination*, "Journal of Research on Trade, Management and Economic Development", vol. 2, pp. 37–43.

Mendoza Moheno J., Hernández Calzada M.A., Salazar Hernández B.C. (2017), *Organizational Challenges for Building Smart Cities*, [in:] M. Peris-Ortiz, D.R. Bennett, D. Pérez-Bustamente Yábar (eds.), *Sustainable Smart Cities: Creating Spaces for Technological, Social and Business Development*, Springer, Switzerland, pp. 89–99.

Miller V .D., Allen M., Casey M.K., Johnson J.R. (2000), *Reconsidering the organizational identification questionnaire*, "Management Communication Quarterly", vol. 13(4), pp. 626–658.

Mücevher M.H. (2015), *Feature and interaction perceptions of generation X and Y against each other: SDU sample*, Doctoral dissertation, Süleyman Demirel University Institute of Social Sciences, Isparta.

Oblinger D., Oblinger J. (eds.) (2005), *Educating the Net Generation*, Educause, Boulder.

Özgözgü S. (2016), *Kurumsal imaj, örgüt kültürü ve örgütsel özdeşleşme ilişkisi*, "Kastamonu Eğitim Dergisi", vol. 25(2), pp. 581–596.

Özkalp E., Kırel Ç. (2013), *Örgütsel Davranış*, Ekin Yayınevi, Bursa.

Pieroni A., Scarpato N., Di Nunzio L., Fallucchi F., Raso M. (2018), *Smarter city: smart energy grid based on blockchain technology*, "International Journal on Advanced Science Engineering and Information Technology", vol. 8(1), pp. 298–306.

Quinn R.E. (1988), *Beyond rational management: mastering the paradoxes and competing demands of high performance*, Jossey-Bass, San Francisco.

Sathe V . (1983), *Implications of corporate culture: A manager's guide to action*, "Organizational Dynamics", vol. 12(2), pp. 5–23.

Schein E.H. (1984), *Coming to A New Awareness of Organizational Culture*, "Sloan Management Review", vol. 25(2), pp. 3–16.

Schein E.H. (2010), *Organizational Culture and Leadership*, vol. 2, John Wiley & Sons, New Jersey.

Schwarz T. (2008), *Brace Yourself Here Comes Generation Y*, "Critical Care Nurse", vol. 28(5), pp. 80–85.
Scott-Findlay S., Estabrooks C.A. (2006), *Mapping the organizational culture research in nursing: a literature review*, "Journal of Advanced Nursing", vol. 56(5), pp. 498–513.
Sekaran U. (2003), *Research Methods for Business: A Skill-Building Approach*, John Wiley & Sons, New York.
Sekaran U., Bougie R. (2016), *Research methods for business: A skill building approach*, John Wiley & Sons, West Sussex.
Seymen O.A. (2008), *A Research on Organizational Culture Types Affecting Organizational Commitment*, Detay Publishing, Ankara.
Şişman M. (2007), *Örgütler ve kültürler: Örgüt kültürü*, Pegem A Publising, Ankara.
Sun R., Li J.Y.Q., Lee Y., Tao W. (2023), *The role of symmetrical internal communication in improving employee experiences and organizational identification during COVID–19 pandemic-induced organizational change*, "International Journal of Business Communication", vol. 60(4), pp. 1398–1426.
Tajfel H., Turner J.C. (1979), *An integrative theory of intergroup conflict*, [in:] W.G. Austin, S. Worchel (eds.), *The social psychology of intergroup relations*, Brooks/Cole, Monterey, pp. 33–37.
Tokgöz E., Seymen O.A. ve (2013), *Örgütsel Güven, Örgütsel Özdeşleşme ve Örgütsel Vatandaşlık Davranışı Arasındaki İlişki: Bir Devlet Hastanesinde Araştırma*, "Öneri Dergisi", vol. 10(39), pp. 61–76.
Trippner-Hrabi J., Chądzyński J., Kam A. (2023), *Benefits of Remote Work in the Self-Service Model in the Public Utility Sector*, [in:] G. Rouet, T. Côme (eds.), *Participatory and Digital Democracy at the Local Level: European Discourses and Practices*, Springer International Publishing, Cham, pp. 327–346.
Williams S. (2010), *Welcome to Generation Z*, "B and T Magazine", vol. 60(2731), pp. 1–12.
Yesil S., Kaya A. (2013), *The effect of organizational culture on firm financial performance: Evidence from a developing country*, "Procedia-Social and Behavioral Sciences", no. 81, pp. 428–437.

Budowanie mostów: zrozumienie wzajemnych zależności między pokoleniami X, Y i Baby Boomers – charakterystyka, kultura organizacyjna i identyfikacja organizacyjna we współczesnych miastach

Streszczenie: Przez lata profil współczesnego mieszkańca miasta ewoluował i różnicował się ze względu na pojawianie się kolejnych pokoleń. Różne pokolenia charakteryzują się odmiennymi oczekiwaniami i perspektywami życiowymi. Dlatego też w dzisiejszym, bardzo dynamicznym środowisku władze miejskie muszą dogłębnie zrozumieć swoich mieszkańców, aby zbudować wpływową kulturę organizacyjną, która doprowadzi do wykształcenia się przyjaznych miastom obywateli w celu stworzenia odpornych, zrównoważonych i sprzyjających włączeniu społecznemu miast. Niniejszy artykuł ma na celu określenie wpływu cech pracowników z pokoleń X, Y i Baby Boomers na kulturę organizacyjną i identyfikację organizacyjną w zakresie życia zawodowego i miejskiego. Z tej perspektywy przeprowadzono badanie na 460 pracownikach umysłowych, którzy są mieszkańcami

miasta i pracują stacjonarnie w sektorze prywatnym w Stambule. Dane zostały uzyskane w trakcie badania ilościowego przeprowadzonego za pomocą kwestionariusza wywiadu z wykorzystaniem techniki wywiadu osobistego ze wspomaganiem komputerowym. Główne wnioski prowadzą do konkluzji, iż istnieje statystycznie istotny i pozytywny związek między kulturą klanową (β = 0,360, p < 0,01) oraz rynkową (β = 0,147, p < 0,05) a identyfikacją organizacyjną. Ponadto istnieje statystycznie istotny związek między poziomem doświadczenia pracowników a ich postrzeganiem kultury adhokracji (F = 3,19, p < 0,05), nie ma natomiast statystycznie istotnej różnicy między postrzeganiem kultury organizacyjnej i poziomu identyfikacji organizacyjnej przez pracowników z pokoleń X, Y i Baby Boomers.

Słowa kluczowe: nowoczesne miasta, miejska siła robocza, kultura organizacyjna, identyfikacja organizacyjna, pokolenia

JEL: A12, M00, M0, M1

Received: 2023-09-11; revised: 2023-11-04. Accepted: 2024-05-16