

Differences between Generation X and Y in Accordance with Organisational Commitment

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Abstract

The purpose of this paper is to show the different levels of organizational commitment of academics who work in a department of a vocational school in different generational groups (X and Y). The aim is to see whether there is a significant difference between the generatins (X and Y) considering the organisational commitment. The commitment types that paper has been dwelled on are affective, continuance, and normative commitment. Participants have consisted of purposive sample of academics in a vocational school of a foundation university in Istanbul, Turkey. Data has been collected from all of the members of the vocational school through survey using the revised Meyer and Allen Organisational Commitment Scale (Meyer and Allen, 1993). The results have revealed that there is no significance difference between the members of Generation X and Generation Y regarding organisational commitment.

Keywords: Organisational Commitment, Generation X, Generation Y, Vocational School, Academics.

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1. INTRODUCTION

The aim of this paper is to check if there are significant differences in levels of different types of organisational commitment conducted by academics who work in a department of a foundation university in different generational cohorts.

This study has been held in two parts. Namely, the first part is the theoretical part which gives information on the previous studies on generational cohorts and organisational commitment. In this part, generational cohorts have been defined and their characteristics have been determined. The second part is the analysis part of the study.

The analysis has been organised to designate to see the differences if there is any, in the levels of three kinds of commitment conducted by two generational groups of academics (X and Y). Participants consisted of scholars who were eligible for a vocational school at a university in Istanbul, Turkey.

Data was collected from all of the members of the vocational school through the revised survey generated from Meyer and Allen Organisational Commitment Scale (Meyer and Allen, 1993).

2. CONCEPTUAL FRAMEWORK

2.1. Generational Concept

The term generation has been characterized by Kupperschmidt (2000) as "a recognisable gathering that offers birth years, age, area and noteworthy life occasions at basic formative stages". Mutual experience is the way into Mannheim's (1952) hypothesis. Mannheim was the essential scholar to look at the possibility of social companions broadly in the mid-1920s (Laufer and Bengtson, 1974). Rosow (1978) makes five significant focuses about a social companion: "(1) comprises of individuals who share a given beneficial encounter; (2) this experience is socially or truly organized, and (3) it happens in a typical generational system; (4) its belongings recognize one generation from another; and (5) these impacts are generally steady over the existence course".

Along these lines, it is possible to determine a generation as a social affair of people who have encountered a comparable key social and recorded event and, as such, share a comparative total memory (Halbwachs, 1980; Schuman and Scott, 1989). Zemke, Raines, and Filipczak, (2000) have additionally recommended that common occasions impact and characterise every generation. Paul Lim and Andrew Parker (2020) have stated that any of these characteristics, once fulfilled, can help define a generational cohort from another. In some cases, more than one characteristic may apply to the generational cohort.

As indicated by Horvath (2011), generational theory is regularly used to determine the reasons of the way life events related to improving standards of different generations, in feeling of guidelines, convictions, perspectives, and chronicled events. From another perspective, workers may be "non-exclusive" in the long run, although they may have a range throughout the agent's life cycle or career path (Jurkiewicz and Brown, 1998). Since, in the outcome of these common recollections, individuals from a era learn comparative reactions to social and regular lifts and make a lot of regard structures and methods of decoding events (Smola and Sutton, 2002).

Bolland and Lopes (2014) have communicated that there are 3 factors that cause age group varieties: (1) Life cycle impacts (More energetic individuals gotten the chance to be extra like the previous generations.) (2) Period effects (Everyone probably won't be influenced on a standard by certain verifiable events, for example, wars, unrest, wretchedness and innovative components.) (3) Cohort effects (When striking segments have an increasingly significant effect on a division of a gathering of individuals, this may occur.) All around, four fundamental

generational gatherings have been recognized by specialists. The main gathering contains Veterans (otherwise called Traditionalists or Silent Generation); and they were conceived from 1925 to 1945. The subsequent gathering incorporates Baby Boomers; and they were conceived from 1946 to 1964. The third gathering speaks to generation X (otherwise called Baby Busters); and they were conceived from 1965 to 1979. The fourth gathering speaks to generation Y (otherwise called Nexters, Millenials, or Trophy Generation): Born from 1980 to 1999 (Crampton and Hodge, 2011). By the idea of this paper, two generations (Generation X and Generation Y) will be dissected.

Generation X. This is the generation conceived somewhere in the range of 1965 and 1979. They attempt more than their predecessors to review a harmony between their work lives and personal lives (Jenkins, 2007; Karp et al, 2002). They happen to be increasingly free, self-ruling and independent than their forerunners since they needed to grow up as latchkey kids (Jenkins, 2007; Zemke et al., 2000). It has turned out that they are not exorbitantly faithful to their bosses (Bova and Kroth, 2001; Karp et al, 2002) Regardless of how you value your commitment to your family and partners (Karp et al., 2002). They acknowledge consistent learning and ability improvement (Bova and Kroth, 2001). The members of Generation X are commonly outfitted with cutting edge specialized abilities (Zemke et al., 2000), they are just intrigued by results (Crampton and Hodge, 2006), and as Joyner (2000) has put it, they are "administered by a feeling of achievement and not the clock". The members of Generation X are bad with power figures and they ordinarily challenge them, and these figures don't unnerve them (Zemke et al., 2000). The individuals from Generation X are not so much persuaded by cash, yet there may be an absence of inspiration on the off chance that they are not paid agreeably (Karp et al., 2002). In the event that there is a harmony between their works and carries on with, the individuals from Generation X are commonly known as tireless specialists (Beutell and Wittig-Berman, 2008; Bickel and Brown, 2005). They are not inspired by power and they are not that anxious to submit work relations (Larson, 2003).

At the point when they are contrasted with Baby Boomers, they are less faithful to their managers and they trust their bosses less (Crampton and Hodge, 2011). They would want to be faithful to their callings. The individuals from Generation X exceptionally require self-administration adaptability in their lifestyles, along these lines, they don't have a lot of prerequisite for authority (Yu and Miller, 2005). With regards to innovation, since they grew up with quickly evolving innovation, they are very needing keeping themselves refreshed in feeling of information and application constantly (Yu and Miller, 2005). All things considered, they are the original happened to utilize the innovation routinely (Crampton and Hodge, 2011). They are increasingly keen on their lifestyle other than their employments; this is a method of occupation fulfilment for them. They couldn't care less about advancement or position a lot on the off chance that it counts with their lifestyle. In any case, they are not anxious to outperform what their associations need (Appelbaum, Serena, and Shapiro, 2004; Yu and Miller, 2005).

Generation Y. This is the generation conceived somewhere in the range of 1980 and 2001. This generation naturally introduced to a world with Internet and they have become the original to encounter a quickly moving innovation in a worldwide scale (Bolland and Lopes, 2014). The name identified with this generation isn't yet settled, there are such a significant number of different names other than Generation Y (Tolbize, 2008). As Niemies (2000) has put it, this cohort has been framed through method of parental excesses, computers.

As indicated by Kersten (2002) being alright with innovation is one of the most much of the time detailed attributes of this generation. All around, the individuals from Generation Y share a significant parcel of the traits of the individuals from Generation X. Collaboration and aggregate

activity (Zemke et al., 2000) are pivotal for the individuals from Generation Y. They are not against assorted variety and they are idealistic (Kersten, 2002). The individuals from Generation Y can without much of a stretch adjust to change (Jenkins, 2007). Also, adaptability is essential to them (Martin, 2005) in light of the fact that commonly they are autonomous, so an increasingly healthy lifestyle is progressively reasonable for them (Crampton and Hodge, 2006). It is simple for the individuals from Generation Y to deal with.

They have been depicted as a requesting generation (Martin, 2005) and the surest generation (Glass, 2007). Since they are the most taught generation up until now, they travel a great deal and they are so unpretentious with innovation. Conversely with the individuals from Generation X, process is substantially more significant for them than the outcome. They are less passionate about making real money because they are excited to be valuable and acceptable guardians to their general public. Stood out from the individuals from Generation X, the individuals from Generation Y are far less over the top in their autonomy than their companions in Generation X. They are less faithful to work than Baby Boomers simply like the individuals from Generation X (Crampton and Hodge, 2011). The individuals from Generation Y have been blasted by certain elements, for example, globalisation, enhancement, psychological warfare, and worldwide emergency. They are aftereffects of the certainty development in kid raising, training, and extra-curricular activities, be that as it may, they all have endured (Schlitzkus, Schenarts, and Schenarts, 2010). They for the most part need a great deal of structure, direction, and ordinary criticism. They lean toward cooperation in spite of the fact that they need data independently custom fitted to them and they need to take advantage of the innovations available (Feiertag and Berge, 2008). They can be characterized as optimistic, driven, loose, and amicable. Authority implies working together in a group for them and they are faithful to the colleagues, (2003). They might want to have a couple of decisions at work. They extravagant being commended and gratefulness freely; they couldn't care less about the fiscal prize a lot (Bracy, Beville, and Roach, 2010). As Mohsen (2016) has expressed Generation Y workers are inclined towards open correspondence regardless of what the title or the position is. The things they anticipate from their chiefs are adaptability and strengthening (Crampton and Hodge, 2011). Generation Y representatives had reasonable wants for their first occupation and pay yet were searching for fast movement and the headway of new abilities, While ensuring an important and satisfying life other than work (Ng, Schweitzer, and Lyons, 2010). In this paper, the cohort classification of Bolland and Lopes (2014) will be utilised as a base for the empirical part.

2.2. The Concept of Organisational Commitment

The idea of organisational commitment has been a subject of different investigates and works and has been talked about such a great amount right up 'til today. In the writing it is conceivable to discover different meanings of organisational commitment from the previous investigations from Becker (1960), Stebbins (1970), Salancik (1997), Staw (1977), Scholl (1981), Mowday, Porter and Steers (1982), Morrow (1983), Meyer and Allen (1984) to the ongoing ones from Cohen (2003), Sinclair and Wright (2005), Cooper-Hakim and Viswesvaran (2005) and Somers (2009). According to Becker's (1960) theory, regardless of how distressful conditions they may understanding, bosses remain faithful to their associations in the event that they hold their positions. Neverthelater, when they are offered a superior other option, they tende to leave the association. Along these lines, Porter and his adherents have portrayed the commitment as "the general quality of a person's relationship with and contribution in a specific association" (Mowday, Steers and Porter, 1979).

While the exploration on hierarchical conduct by Jex and Britt (2008) has announced that commitment fuses the feelings and social tendencies of managers toward their association, while

other examination by Meyer, Allen, and Smith (1993) has thought about commitment as a confounding and multifaceted develop. Progressive obligation is the delegates' condition devoted to help the achievement of the affiliation's destinations, and incorporates the laborers' degrees of ID, commitment, and immovability (Caught and Shadur, 2000). According to Caught and Shadur, (2000) authoritative commitment is the workers' condition dedicated to aid the accomplishment of the association's goals, and incorporates the representatives' degrees of recognizable proof, inclusion, and unwaveringness. Mowday, Porter and Steers (1982) has confirmed the "side-wager" hypothesis and has characterized authoritative commitment as a conduct "identifying with the procedure by which people become secured in a specific association and how they manage this issue". This social piece of commitment is explained through calculative and regularizing possibilities. An organisational commitment survey has been created which has encapsulated the attitudinal thought just as the results of commitment taking into account Porter, Steers, Mowday and Boulian's (1974) way to deal with organisational commitment. Be that as it may, there were innate constraints about the poll, along these lines Meyer and Allen (1984), O'Reilly and Chatman (1986) have proposed the multi-measurement model. Meyer and Allen's Three-Dimensional Theory (1984, 1990, 1997), has been the starting method to manage organisational commitment for over twenty years.

2.3. Types and Perspectives of Organisational Commitment

In the first place, Meyer and Allen (1984) have surveyed organisational commitment under two titles: affective commitment and continuance commitment. In their exploration, Meyer and Allen (1984) have portrayed affective commitment as "positive sentiments of recognizable proof with, connection to and inclusion in the work association", and continuance commitment as "the degree which representatives feel focused on their association by goodness of the costs that they feel are related with leaving". Therewithal, Allen and Meyer (1990) has conveyed their examination to a further point and has characterized a third measurement which is normative commitment. Allen and Meyer (1990) has depicted normative commitment as "the worker's sentiments of commitment to stay with the association". In this manner, the possibility of organisational commitment has been delineated as a tri-dimensional thought, depicted by the affective, continuance and normative (Meyer and Allen, 1991). In this investigation this tri-dimensional idea has been utilized. As Meyer and Allen (1997) have put it, the three elements of organisational commitment is a psychological express that depicts the connection between the individuals and the association, accordingly, the individuals can settle on their decisions whether to remain or to leave. As it has been referenced above, John Meyer and Nancy Allen (1997) have characterized three kinds of organisational commitment: affective, continuance, and normative commitments. In summary, there are 3 sorts of organizational commitment: (a) affective commitment, relating to the emotional attachment of an worker with the organization, (b) normative commitment, emphasizing the significance of obligations, and (c) non-stop commitment, relating to employees' attention of the outcomes of leaving the organization (Loan, 2020).

Affective Commitment-This is the primary component of organisational commitment. It addresses the enthusiastic association with the association. Meyer and Allen (1997, p.11) has characterized affective commitment as "the worker's enthusiastic connection to, recognizable proof with, and inclusion in the association". It proposes that authoritative individuals, who are focused on their associations on a viable level, would prefer not to leave the organisation since they want to remain in the organisation (Meyer and Allen, 1991). After all, successfully submitted people remain loyal to the organization because they believe their business relationships are predictable for the association's goals and evaluations

(Beck and Wilson, 2000). It happens when individuals totally handle the targets and estimations of the association. This causes individuals to turn out to be really connected with the association, so they share the duty regarding the level of accomplishment of the association. These individuals commonly display noteworthy degrees of execution, productive work mentalities, and they generally want to remain with the association. To summarise, affective commitment epitomizes i the delegate's energetic association with, recognising confirmation with, and commitment in the organisation. These individuals who are submitted absolutely on a powerful level, will in general remain with the association since they want to.

Continuance Commitment-This is the second component of the tri-dimensional model of organisational commitment. As indicated by Meyer and Allen (1997) duration commitment is "attention to the expenses related with leaving the association". Quintessentially, it is about worker's thinking the impacts if there should be an occurrence of leaving the organisation (Meyer and Allen, 1997). Meyer and Allen (1991) has likewise announced that "representatives whose essential connect to the association depends on duration commitment remain in light of the fact that they have to do as such". In plain words, this shows the differentiation among duration and emotional commitment. Affective commitment proposes that workers stay with the association since they want to. Be that as it may, continuation commitment can be viewed as a helpful relationship with the connection, where the person's relationship with the alliance depends upon an evaluation of financial focal points got (Beck and Wilson, 2000). In this way, it happens when individuals base their relationship with the relationship on what they are getting as a result of their undertakings and what may be lost on the off chance that they by one way or another figured out how to leave. These individuals put forward their best effort exactly when the prizes meet their wants.

Normative Commitment-This is the third and the last element of the organisational commitment. Meyer and Allen (1997) have depicted normative commitment as "a sentiment of commitment to proceed with business". Representatives feel they need to remain with the association when they interiorise standardizing Meyer and Allen (1991) has put it as "workers with normative commitment feel that they should stay with the association". At the end of the day, the individuals from the association decided to remain with the association since it is the privilege and moral activity. In other words, it happens when individuals remain with an association subject to foreseen standards of lead or acknowledged practices. These individuals regard consistence, vigilance, and custom.

3. METHODOLOGY

The aim of this study is to find out if there are any significant differences in levels of organisational commitment displayed by academics who work in a department of a foundation university in different generational cohorts (Generation X and Generation Y). Thus, the study has been intended to decide whether there are any distinctions in the degrees of affective, continuance, and normative commitment displayed by two generational cohorts of academics (Generation Y and Generation X). Participants have consisted of purposive sample of academics in a vocational school of a foundation university in Istanbul, Turkey. Data has been collected from all of the members of the vocational school through survey using the revised Meyer and Allen Organisational Commitment Scale (Meyer and Allen, 1993).

3.1. The Model of the Research

The figure below (Figure 1) shows the model of the research which shapes the research.

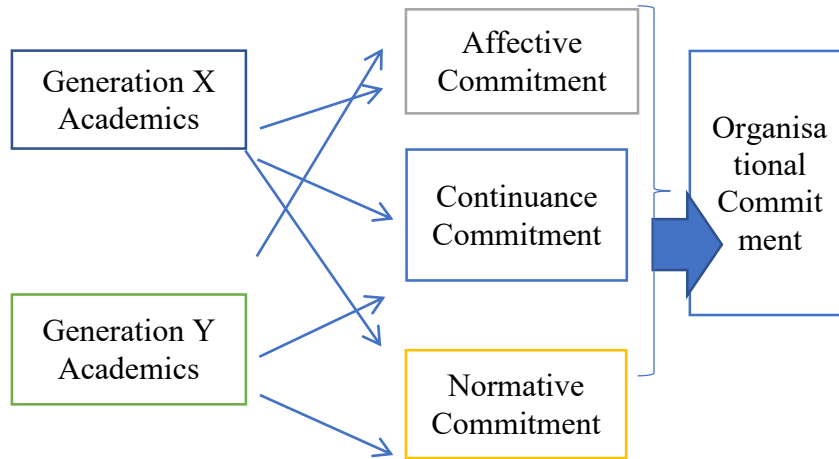


Figure 1. The Model of the Research

3.2. Hypotheses of the Research

Hypotheses of the research are as follows:

H₀: There are statistically no significant differences in the levels of organisational commitment of Generation X academics and Generation Y academics.

H₁: There are statistically significant differences in the levels of organisational commitment of Generation X academics and Generation Y academics.

H_{0a}: There are statistically no significant differences in the levels of affective organisational commitment of Generation X academics and Generation Y academics.

H_{1a}: There are statistically significant differences in the levels of affective commitment of Generation X academics and Generation Y academics.

H_{0b}: There are statistically no significant differences in the levels of continuance organisational commitment of Generation X academics and Generation Y academics.

H_{1b}: There are statistically significant differences in the levels of continuance commitment of Generation X academics and Generation Y academics.

H_{0c}: There are statistically no significant differences in the levels of normative organisational commitment of Generation X academics and Generation Y academics.

H_{1c}: There are statistically significant differences in the levels of normative commitment of Generation X academics and Generation Y academics.

3.3. Findings

3.3.1. Demographic Information of Participants

Table 1. Demographic Information

Demographic Information	N
Age (Date of Birth)	
1965-1979 (Generation X)	7
1980-2001 (Generation Y)	23
Total	30

Table 2. Demographic Information According to Generations

Demographic Information	Generation X	Generation Y	TOTAL
Gender			
Female	5	9	
Male	2	14	
Total	7	23	30
Marital Status			
Married	2	13	
Single	5	10	
Total	7	23	30
Education			
Bachelor Degree	-	3	
Master's Degree	5	19	
Doctorate Degree	2	1	
Total	7	23	30
Years of Experience at the Current University			
1-3	3	14	
4-7	4	9	
Total	7	23	30
Total Years of Work Experience			
1-5	-	10	
6-10	-	11	
11-15	3	2	
16 and over	4	-	
Total	7	23	30

3.3.2. Statistical Analysis

Table 3. Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,695	,742	4

Since the scale is considered to be quite reliable when Cronbach's Alpha value is between 0,60 and 0,80, the scale used for this research can be defined as quite reliable because the Cronbach's Alpha value of the scale is 0,695. The confidence interval for the scale is %95.

Table 4. KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,373
Bartlett's Test of Sphericity	Approx. Chi-Square	520,578
	Df	276
	Sig.	,000

Since $p(\text{sig}) = 0,000 < 0,05$, the result of Bartlett test have been considered as significant. In other words, variables are highly correlated and the data has come from multiple normal distributions. Since KMO value is below 0.5 ($0,373 < 0,5$), this data set cannot be modelled with factor analysis model. Therefore, the scale has been used in its original form.

The researcher has performed correlation test to determine whether there is any sort of correlation between age and organisational commitment.

Table 5. Correlations

		Age	Overall Organisational Commitment
Age	R	1,000	-,479**
	p (2-tailed)	.	,007
	N	30	30
Overall Organisational Commitment	R	-,479**	1,000
	p (2-tailed)	,007	.
	N	30	30
Affective Commitment	R	-,229	,713**
	p (2-tailed)	,225	,000
	N	30	30
Continuance Commitment	r	-,238	,554**
	p (2-tailed)	,206	,001
	N	30	30
Normative Commitment	r	-,457*	,667**
	p (2-tailed)	,011	,000
	N	30	30

The value of r reflects the strength of the correlation and is a measure of effect size, as discovered by Brace, Kemp, and Snelgar (2012). R -values of 0 to 0.20 are regarded weak, 0.3 to 0.6 are considered moderate, and 0.7 to 1 are considered high, as a rule of thumb. Similarly, Büyüköztürk (2004) has stated that if the value of r is 1,00, it indicates a perfectly positive relationship between variables, if the value of r is -1,00, it indicates a perfectly negative relationship between variables and if the value of r is 0,00, it indicates that there is no relationship between variables. Büyüköztürk (2004) has also stated that if the absolute value of the correlation coefficient (r) is between 0,70-1, 00 the relationship level between variables can be defined as strong; if the value of r is between 0,70-0,30 the relationship level between variables can be defined as moderate, if the value r is between 0,30-0,00 the relationship level between variables can be defined as weak.

According to Berry (1996), negative values suggest a relationship that is inversely directional, whereas positive values imply a relationship that is in the same direction. Since Spearman correlation coefficient is -0,479 ($r = -0,479$), there is a negative moderate correlation between age (generations) and overall organisational commitment at the 0.01 level (2-tailed). That is, overall organisational commitment does not necessarily increase as age increases or overall organisational commitment does not necessarily decrease as age decreases. On the contrary, overall organisational commitment might increase as age decreases or overall organisational commitment might decrease as age increases.

Since Spearman correlation coefficient is -0,229 ($r = -0,229$), there is a negative weak correlation between age (generations) and affective commitment. That is, affective commitment does not necessarily increase as age increases or affective commitment does not necessarily decrease as age decreases. On the contrary, affective commitment might increase as age decreases or affective commitment might decrease as age increases.

Since Spearman correlation coefficient is -0,238 ($r = -0,238$), there is a negative weak correlation between age (generations) and continuance commitment. That is, continuance commitment does not necessarily increase as age increases or continuance commitment does not necessarily decrease as age decreases. On the contrary, continuance commitment might increase as age decreases or continuance commitment might decrease as age increases.

Since Spearman correlation coefficient is -0,457 ($r = -0,457$), there is a negative moderate correlation between age (generations) and normative commitment is moderate at the 0.01 level (2-tailed). That is, normative commitment does not necessarily increase as age increases or normative commitment does not necessarily decrease as age decreases. On the contrary, normative commitment might increase as age decreases or normative commitment might decrease as age increases.

Because the sample is rather small (30), the researcher has also chosen to perform a non-parametric test, namely Mann-Whitney U Analysis test, to determine whether the member of Generation X and the members of Generation Y differ in the emphasis of organisational commitment.

Table 6. Mann Whitney U Analysis Test for Overall Organisational Commitment-1

Ranks			
	Group	N	Mean Rank
OVERALL ORGANISATIONAL COMMITMENT	Generation X	7	23,00
	Generation Y	23	13,22
	Total	30	

When mean ranks have been compared, the members of Generation X can be considered as more committed to the organisation than the members of Generation Y in total. However, since the ranks are close, it can be estimated that there is a moderate difference between Generation X and Generation Y in their commitment to the organisation.

Table 7. Mann Whitney U Analysis Test for Overall Organisational Commitment-2

Test Statistics

	OVERALL ORGANISATIONAL COMMITMENT
Mann-Whitney U	28,000
Wilcoxon W	304,000
Z	-2,581
Asymp. Sig. (2-tailed)	,010
Exact Sig. (2-tailed) (p)	,008

Özdamar (2015) has identified the value of z to interpret the outputs as follows:

If $|z| < 1,96$ $p > 0,05$ H_0 is accepted.

If $|z| \geq 1,96$ $p < 0,05$ H_0 is rejected.

If $|z| \geq 2,58$ $p < 0,01$ H_0 is rejected.

If $|z| \geq 3,28$ $p < 0,001$ H_0 is rejected.

Accordingly, the value of z for overall organisational commitment is 2,581 and the value of p is 0,008. Therefore, H_0 is rejected.

Table 8. Mann Whitney U Analysis Test for Affective Organisational Commitment-1

Ranks

	Group	N	Mean Rank
AFFECTIVE ORGANISATIONAL COMMITMENT	Generation X	7	19,07
	Generation Y	23	14,41
	Total	30	

Table 9. Mann Whitney U Analysis Test for Affective Organisational Commitment-2

Test Statistics

	AFFECTIVE ORGANISATIONAL COMMITMENT
Mann-Whitney U	55,500
Wilcoxon W	331,500
Z	-1,231
Asymp. Sig. (2-tailed)	,219
Exact Sig. (2-tailed)	,226

When mean ranks have been compared, the members of Generation X can be considered as more committed affectively to the organisation than the members of Generation Y. However, since the

ranks are close, it can be estimated that there is no significant difference between Generation X and Generation Y in their affective commitment to the organisation.

Moreover, the value of z for affective organisational commitment is 1,231 and the value of p is 0,226. Therefore, H_{0a} is accepted

Table 10. Mann Whitney U Analysis Test for Continuance Organisational Commitment-1

Ranks

	Group	N	Mean Rank
CONTINUANCE ORGANISATIONAL COMMITMENT	Generation X	7	19,21
	Generation Y	23	14,37
	Total	30	

Table 11. Mann Whitney U Analysis Test for Continuance Organisational Commitment-2

Test Statistics

	CONTINUANCE ORGANISATIONAL COMMITMENT
Mann-Whitney U	54,500
Wilcoxon W	330,500
Z	-1,280
Asymp. Sig. (2-tailed)	,200
Exact Sig. (2-tailed)	,207

When mean ranks have been compared, the members of Generation X can be considered as more committed in sense of continuance to the organisation than the members of Generation Y. However, since the ranks are close, it can be estimated that there is no significant difference between Generation X and Generation Y in their continuance commitment to the organisation. Moreover, the value of z for continuance organisational commitment is 1,280 and the value of p is 0,207. Therefore, H_{0b} is accepted.

Table 12. Mann Whitney U Analysis Test for Normative Organisational Commitment-1

Ranks

	Group	N	Mean Rank
NORMATIVE ORGANISATIONAL COMMITMENT	Generation X	7	22,64
	Generation Y	23	13,33
	Total	30	

Table 13. Mann Whitney U Analysis Test for Normative Organisational Commitment-2
Test Statistics

	OVERALL ORGANISATIONAL COMMITMENT
Mann-Whitney U	30,500
Wilcoxon W	306,500
Z	-2,460
Asymp. Sig. (2-tailed)	,014
Exact Sig. (2-tailed)	,012

When mean ranks have been compared, the members of Generation X can be considered as more normatively committed to the organisation than the members of Generation Y. However, since the ranks are close, it can be estimated that there is a moderate significant difference between Generation X and Generation Y in their normative commitment to the organisation.

Moreover, the value of z for normative organisational commitment is 1,280 and the value of p is 0,012. Therefore, H_{0c} is rejected.

Table 14. Mann-Whitney U Analysis

Mann-Whitney U Analysis				
Null Hypothesis	Test	Sig.	Decision	
The distribution of Overall Organisational Commitment is the same across categories of Age	Independent Samples Mann-Whitney U Test	0,008	Rejected	
The distribution of Affective Commitment is the same across categories of Age	Independent Samples Mann-Whitney U Test	0,226	Accepted	
The distribution of Overall Continuance Commitment is the same across categories of Age	Independent Samples Mann-Whitney U Test	0,207	Accepted	
The distribution of Overall Normative Commitment is the same across categories of Age	Independent Samples Mann-Whitney U Test	0,012	Rejected	

In sum, because H_0 and H_{0c} are rejected and H_{0a} and H_{0b} are accepted, it can be said that H_i is partly accepted. In other words, there are no statistically significant differences in the levels of organisational commitment of Generation X academics and Generation Y academics but a moderate difference in sense of affective commitment and continuance commitment which affect the overall commitment. That is, compared to Generation Y academics, Generation X academics are slightly more committed to the organisation in sense of affective commitment and continuance commitment.

4. DISCUSSION AND CONCLUSION

This study has been conducted in two parts. The first part is the theoretical part, which provides information on previous research on generation cohorts and organizational commitments. First, this study focused on previous research on generations, especially Generation X and Generation Y, and their attitudes in the workplace. These conclusions are drawn from research. Generation

X members are not strictly loyal to their employers because they believe they do not guarantee employment security. Generation X takes the typical behavior of constantly moving and searching for important opportunities that encourage people to switch to other employment relationships. Generation X members are the most difficult generation to maintain in the work environment. Generation X as a self-guided, independent, self-sufficient. Promotion is essential for them. They do not consider work an important part of their lives and have a higher goal of leaving their organization when they are making a lot of money. Members of Generation X and Generation Y are not changing their organization faster than older people of the same age. Generation Y members share many of the characteristics of Generation X members. Teamwork and collective action are important for Generation Y members. You are not against diversity. Members of Generation Y have a high level of self-esteem and want to discover job satisfaction. Generation Y has significantly expanded the coercive mental hole compared to the previous Generation X. Members of Generation Y have low loyalty to the organization. It doesn't make much of a difference at work, but the members of Generation Y carry over another thing that Generation X started. Meanwhile, this study has addressed the concept of organizational commitment through previous research on this topic with the aim of measuring the commitment of Generation X and Generation Y members in the workplace. Initially, the concept of organization was analyzed under two headings: emotional commitment and continuous commitment by Meyer and Allen (1984), but due to the inherent limitations of the questionnaire, Meyer and Allen (1984).), O'Reilly and Chatman (1986)) Ask them to propose the multidimensional model. Meyer and Allen's 3D Theory (1984, 1990, 1997) has been a pioneering approach to organizational involvement for over 20 years. With this, Allen and Meyer (1990) continued his research and defined the third dimension, a normative commitment. Therefore, the idea of organizational commitment was presented as a three-dimensional idea represented by an emotional, continuous, normative dimension (Meyer and Allen, 1991). This 3D concept was used in this study. The second part was the analysis part of the survey. The purpose of this study is to significantly differ in the organizational commitments of scientists working in the undergraduate departments of the basic colleges of different generations of cohorts, affecting the continuity and normative commitment of two generations of scientists (Generation X and Generation Y). It was to find out if it would be given. Y). Participants consisted of scholars who were eligible for a vocational school at a basic university in Istanbul, Turkey. Data were collected from all members of the vocational school through a survey according to the revised Meyer and Allen Organizational Commitment Scale (Meyer and Allen, 1993). Regarding statistical analysis, the following conclusions have been drawn. Members of Generation X can be considered more enthusiastic about the organization than members of Generation Y as a whole. However, due to their close ranks, Generation X and Generation Y can be considered slightly different in terms of their commitment to organizational Generation Y. However, due to the closeness of the ranks, it can be considered that there is an emotional bond. The differences between the organizations between Generation X and Generation Y are not significant for the members of Generation Y and the organizations. However, due to their close ranks, it can be inferred that Generation X and Generation Y are not significantly different in terms of survival within the organization. Members of Generation X can be considered more normatively committed to the organization than members of Generation Y. However, due to the close ranks, it can be estimated that there is a reasonably significant difference between Generation X and Generation Y. A normative commitment to an organization There is an organization. A possible limitation in this study was the number of participants. There were 25 scholars in the selected department, so data from these participants were analyzed. The greater the number of participants, the more different the conclusions. Future research should consider acquiring larger data.

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