



The Investigation of Generational Differences in the Effect of Transformational Leadership on Organizational Commitment and Job Satisfaction: A Research in the Pharmaceutical Industry*

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Abstract

Research from past to present on organizational behavior and management may need to be re-evaluated according to today's conditions. In this context, it has become necessary to examine the relationship between leadership styles and employees' attitudes regarding both past and future generations. In the study, whether transformational leadership and its dimensions affect employees' job satisfaction and organizational commitment was investigated according to generation differences. In the study, whether transformational leadership and its dimensions affect employees' job satisfaction and organizational commitment was investigated according to generation differences. This study contained in the pharmaceutical sector in Turkey was carried out in 156 private-sector employees. The questionnaire technique was used as a data collection method. As a result of the research, transformational leadership has affected both job satisfaction and organizational commitment in X and Y generations. In addition, it was observed that the participants made an evaluation close to the answer "satisfied" in terms of job satisfaction. On the other hand, to the statements about the concepts of organizational commitment and transformational leadership, the participants gave a close answer to the "agree" option. It has been determined that the employees' job satisfaction and organizational commitment levels do not differ according to demographic variables.

Keywords

Generations, Transformational Leadership, Organizational Commitment, Job Satisfaction

JEL Codes: M10, D23

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Introduction

Nowadays, the rapid increase of competition and technological advances entails a change in the organizations. In the 21st century, named the age of technology and information, organizations need to know their employees closely and meet their expectations to sustain their existence in the long term. Employees, who are the most critical capital for organizations, may have different business life expectations in every period. When the new generations stepped into the business life in the 2000s, organizations had to manage employees from different generations together. The competitive marketplace and the differences in the employees' profiles made modernization and improvement in business processes necessary for organizations to retain qualified employees in the long term and recruit new talents. In this direction, today's human resources departments and line managers of organizations examine their employees' organizational commitment and job satisfaction and interpret how to evaluate the results. Realized the factors which affect the organizational commitment and job satisfaction in generations with different characteristics working together in the same organization is vital for organizations' sustainable performance and productivity. Since employees' expectations and motivation levels with generation differences are distinct, determining each generation's various aspects is an important goal (Aka, 2018).

Simultaneously, with the effects of differences in employee profiles on human resources applications, it has become essential to examining the concept of leadership. In this context, there is a need for transformational leaders who can motivate employees to achieve organizational goals, encourage them to think and develop new solutions, increase their self-confidence and acquire new perspectives to provide a competitive advantage because managers with transformational leadership characteristics can influence employees and positively change their desire to stay in the organization (Sarpbalkan, 2017: 1).

Today, intense competition in the pharmaceutical industry increases the demand for organizations in the sector for qualified employees. In this context, developing policies for attracting talented and potential employees to the organization and ensuring their permanence have become organizations' priorities in the relevant sector. The employee turnover rate in the pharmaceutical industry is very high. According to a report, this sector's employee turnover rate is 18% as of 2018 (<https://www.peryon.org.tr>). For this reason, organizations need to retain experienced employees and meet their expectations by attracting potential talents to their organizations to gain a competitive advantage. Thus, it will be possible to reduce the turnover rate through increased organizational commitment and job satisfaction (Varol, 2010: 1). In this framework, the study's main aim is to examine how transformational leadership behaviors affect employees' organizational commitment and job satisfaction in the context of generations. The research results are thought to be necessary, especially since preliminary data may be in a sectoral context.

First of all, the concept of belt and the characteristics of the literature's generations are explained in the study. Then, in the literary context, the theoretical context and definitions of the research variables were examined, and the relationships between them were expressed. In the last section, research findings and results regarding employees working in the pharmaceutical industry are included.

Generations

The fact that people born in approximate stages around each other have similar characteristics and differences has led researchers to examine the concept of generation. It is probable to find various critical perspectives and definitions depending on the literature's views regarding the belt. According to Merriam-Webster's dictionary, a generation's concept refers to the period created by individuals born contemporaneously (<https://www.merriam-webster.com>, 10.06.2020).

When the definitions of the concept of generation are examined, it is possible to see that the most vital starting point of the descriptions is the periods in which individuals are born. Each generation has unique life perception characteristics, holding on to life beliefs, lifestyle, and work values. According to sociology, values, attitudes, and beliefs prepare the ground for forming a new generation resembling each other, on average, every 20 years. However, it is to go to the point of finding a different value, attitude, and belief system by making a severe change of the values, beliefs, and attitudes of the previous generations in a way that the generations formed over time with the effect of a cycle that develops with the changing world belief (Çalışır, 2017, 142).

The basis for research on generations was established by American historians William Strauss and Neil Howe in the article named *Generations* published in 1991 (Kolnhofer-Derecskei, Reicher & Szeghegyi, 2017:107). When the historical process is observed, it is evident that there are differences in the perception of a generation in different disciplines. Research and studies in various fields like sociology, psychology, history, and management science have contributed to creating and defining the generation concept. Accordingly, investigations around the world show differences in determining generational periods from country to country. The classification of generations is based on cultural phenomena. When classifying a generation, different historical periods, social events, and cultural effects are considered. Thus generational categories are made in terms of these factors. Generally, suppose the generations that manifest themselves in current studies are listed from the present to the past. In that case, they can be expressed as Generation Z, X, Y, Baby Boomers, and Silent Belt (Adigüzel, Batur & Ekşili, 2014, 167).

Generation X (Gen X): This generation includes individuals born between 1965 and 1979. It is also called the Cross-Over Generation because it contains the effects of

society's changes and transformations. They witnessed the evolution of dynamics and balances of the world that went through radical change processes due to the Cold War era. This generation, who saw many other historical events besides the Cold War, felt the effects of technological changes in how color televisions entered homes (Acılıoğlu, 2017, 25-26). Gen X members' family, school, and circle of friends emerge as core values. Members of this generation prioritize spiritual matters rather than material wealth. At the same time, the realistic perspective and the ability to take responsibility are some of the main characteristics of Gen X (Dabija, Bejan & Tipi, 2018). Gen X is the generation most disinterested by their parents due to the previous baby boomers. Consequently, those classified in this generation are individualists and tend to show themselves in the crowds. They are highly faithful, and they try to establish themselves by rising in their career. When Gen X grew up, the events in economic and political contexts and the crowd of the population affected this generation considerably. It was a dynamic from the point of its formation. Gen X is different from previous generations in that it sets the line between work and life and provides balance. They are self-confident, independent, and able to manage themselves freely (Zemke et al., 1999, 5).

Generation Y (Gen Y): This generation is more optimistic and idealistic. They are more similar to those born in baby boomers than those in Moreover, Gen Y professionals are considered the most difficult to recruit (Reisenwitz & Iyer, 2009: 92). According to the US Labor Bureau statistics results, 70% of Gen Y employees are currently employed full-time or part-time, and many expect more than one job in their lifetime (Kim, Knight, & Cruisinger, 2009). Gen Y is the first generation born in a society that includes globalization and international interdependence. They have the technological knowledge and personal capacity to be a member of a global community. Howe emphasizes that seven basic features are representing Gen Y. These can be briefly explained as follows: (Pendergast, 2010)

- Exclusive: They consider themselves unique because of their digital abilities and being members of relatively smaller family units.
- Protected: Protected by Gen Y members, their parents, and members of broad social audiences/networks.
- Confident: While acknowledging the uncertainty, they have generally experienced a stable economic base, and thus a high level of confidence and optimism prevails.
- Team-oriented: They have had team-oriented experience since childhood. Team-based sports organizations, volunteering opportunities, group-oriented activities in schools are examples of these.
- Traditional: Gen Y members are considered to have relatively traditional aspirations that focus on career, work-life balance, and citizenship.

- Busy: Gen Y members feel the work's intensity that fills many hours of their day.
- Success: Members of this generation are considered as the generation with the most educational experience. Emphasis is placed on the relationship between education and success.

Generation Z (Gen Z): They are also defined as internet generation (iGen) and digital natives, and consist of those born from the midst 1990s to the late 2010s. Individuals of this generation are digital natives because they haven't experienced any time before the internet. No other generation has ever had the opportunity to reach technology so quickly and from an early age. Generation Z is used to interacting and communicating all the time thanks to the technological advances in multimedia like the invention of tablets, smartphones (cellphones, media players, cameras, etc.), flat-screen televisions, and the emergence of social media (Turner, 2015). At the same time, unlike other generations, this generation of individuals consists of network youth. Since they have all the means necessary to communicate remotely, the thought of being alone or living alone is prevalent. It may be possible to say that they have developed the skills to undertake and manage multiple tasks simultaneously (Sezen, 2018). This generation that embraces the technology fast performs its tasks in great detail and swiftly is accepted to be consumerists. They are quite multitasking and also have advanced motor skills. The concept of authority is a concept that has lost its empty meaning for this generation. Gen Z has an unconventional approach to their work, working environment, and rules. This generation, born in the fullest of globalism, has the characteristics of being impatient to wait, short attention span, and poor focus since it can reach everything quickly. Individuals who are extremely active in socialization have a high instinct to share their feelings, thoughts, and desires. In addition to doing things faster, they enjoy creativity and innovations by searching for more fun ways to do something (Tandoğan, 2013, 27).

Literature Review and Hypothesis Development

- Transformational Leadership

The history of leadership is similar to the history of humanity. The notion of leadership, which has a significant place in social terms, has gained more importance with globalization and increasing competition conditions over the years. There is more than one power of influence in shaping the leader's behavior. There is no formation dependent only on the leader himself. The culture he lives in, the education he receives, the belief structure, the influence of the rules of the society he lives in, the family structure, and the social environment have a considerable impact on shaping the leader's behaviors. Satisfaction with the job is becoming an issue that both managers and employees pay great attention to and focus on today. In this context, what the

employee expects, wants, and what kind of business life he/she will be in has become very important for both the employee and the manager. For this reason, attention is drawn to the fact that organization managers also have leadership characteristics. Transformational leadership is tangible proof of the ideal leadership style needed by organizations and audiences. Transformational leadership emphasizes the high motivation of individuals by creating an inspiring future vision. Thus, transformational leadership refers to a holistic perspective to meeting a group's mutual objectives and goals (Dartey-Baah, 2015; Bass 1985).

Transformational leaders create an appropriate vision in line with their followers' goals and establish a special bond with them by using their charisma. Trying to be a source of inspiration to employees enables them to convey high goals and critical issues in a simple language by creating useful symbols. By undertaking the coaching qualification, he advises his followers. It allows its followers to have authority over decisions. It deals with each follower individually. It provides new perspectives of its followers against problems (Tosi, Mero, & Rizzo, 2000, 473). There are four dominant aspects of the studies related to transformational leadership. Charisma (idealized influence) represents a leader's activities regarding their charm, mission, and beliefs to explain these dimensions briefly. This dimension includes the approach that prioritizes his followers' interests by leaving his parts in the background.

At the same time, transformational leaders are the people who are respected, trusted, and appreciated. Employees tend to follow their leaders as a role model if they are working with transformational leaders. Therefore, transformational leaders are determined as role models (Kaygın & Güllüce, 2012, 267). Inspirational motivation includes ensuring that employees show an excellent performance by helping them achieve their goals within the organization (Wan Omar & Hussin, 2013, 348). Individualized consideration can be expressed as a leader taking into account the needs of his/her audience, coaching and mentoring them, and solving problems (Judge & Piccolo, 2004). Also, this dimension covers the individual analysis capabilities of the followers. Ensuring employees' participation in the transformation process contributes to the correct determination of their demands, values, needs, and abilities (Gül & Şahin, 2011, 243). Intellectual stimulation can be defined as a leader's competence to take risks, face potential problems, and offer new suggestions to their employees. Transformational leaders provide intellectual stimulation, encouraging employees to embrace the research process while at the same time thinking about existing problems in a different way. At the same time, the leader supports the growth of employees' loyalty to reaching long-term objectives by wording high expectations and demonstrating trust in their employees' abilities. Thus, the employee can focus on the necessary resolutions and goals that they can achieve in a longer time, instead of the goals and instant solutions that they can implement in the short term (Savović, 2017).

- *Organizational Commitment*

The concept of organizational commitment (OC) can be described as the individual's attitude to recognize the organization and be identified with it. Three factors stand out in organizational commitment defined in this way. These; (a) recognition of the institution's core values and objectives, (b) willingness to strive for the long-standing sustainability of the institution, and (c) an enthusiasm to persist as an associate of the institution (Porter et al., 1974). According to Staw and Salancik, most of the organizational commitment definitions focus on behaviors related to commitment. For example, the focus is on the apparent consequences of organizational commitment when an employee constrained by his activities or actions that exceed normative and formal expectations are expressed. Organizational commitment, also defined as strong dedication, means more than the best organizational goals or conditions. Employees with low organizational commitment will also have low performance and will not overcome the obstacles quickly. Therefore, the probability of losing the opportunities that confront him will increase (Maxwell, 1999).

Although the organization's individuals' professional competencies are an essential factor, it will not be sufficient alone for success. Employees with high competence but low commitment will not be willing to achieve the organization (Ulrich, 1998). Many studies have confirmed that psychologically affiliated employees have higher job satisfaction and more productive work output (Ng, 2015). Employees with high organizational commitment can be expected to have higher job satisfaction, be more compatible with their organization and job, and have higher productivity. Thus, administrative costs can also be reduced (Karagöz, Saritaş, and Karabuğa, 2017, 141).

The relationship between TL and OC has been discussed in various aspects of different studies in the literature. A study comparing transformational and transactional leadership styles saw that JS and OC were higher in TL style (Emery & Barker, 2007). In another study conducted by Tse and Lam, it was observed that TL behavior was in a positive relationship with employees' OC (Tse & Lam, 2008). As a result of the research conducted by Yavuz (2009), significant relationships were found between employees' OC and perceived TL. Riaz et al. (2011), on the other hand, in their study, it was determined that managers who display TL behavior affect the affective commitment of employees. The research of Dunn, Dastoor, and Sims (2012) found that transformational leader behaviors were effective in employees' organizational commitment. Gillet and Vandenberghe (2014) found a relationship between the dimensions of OC and TL. Chai, Hwang, and Joo (2017) stated that TL affects the study team members' OC. Keskes et al. (2018) found that TL affects the OC of workers. However, it is seen that the differences between generations are not taken into account in terms of variables that have been handled in the studies carried out until today. Accordingly;

H1: TL has an effect on OC among employees in the X generation.

H1a: Dimensions of TL have an effect on OC among employees in the X generation.

H2: TL has an effect on OC for the employees in gen Y.

H2a: The dimensions of TL have an effect on OC for the employees in gen Y.

- *Job Satisfaction*

As job satisfaction (JS) is an abstract concept and bears relativity, many different definitions have been used to explain it. According to Locke, most of the research on job satisfaction is inadequate and repetitive. There was no systematic study about the reasons and content of job satisfaction until the 1930s (Türk, 2007). According to Vroom, JS is determined as an employee's emotional orientation toward his / her current job (Vroom, 1964, 99). On the other hand, Weiss asserts that job satisfaction determines how much an employee is happy with their job (Weiss, 2002, 173). Hoppock sees job satisfaction as a synthesis of physiological and environmental conditions necessary for an employee to tell honestly that they are happy with their work. Even though external factors influence job satisfaction, it is also related to individuals' inner world, as it is a concept related to how employees feel (Aziri, 2011). Based on all these definitions, it can be expressed that job satisfaction has three critical characteristics (Luthans, 1995);

- JS is an abstract concept with an emphasis on emotional aspects.
- JS is generally about the extent to which needs and expectations are met.
- JS refers to different attitudes related to each other, such as wages, promotion opportunities, colleagues, and management style.

To increase job satisfaction, which is one of the vital factors for organizations to achieve their goals, it is necessary to know and learn the factors that ensure job satisfaction (Tuta, 2008, 49). In this way, features affecting employees' job satisfaction can be determined, and the necessary measures can be taken. There are various studies in the literature on the effect of TL on JS. In a survey of the impact of transactional and leader TL behaviors on JS, it was observed that TL has a more significant effect on JS (Sung, 2007). In the research conducted by Bushra et al. (2011) in the banking sector, it was revealed that the most crucial reason for the change in JS is TL. The study of Hanaysha et al. (2012) showed that individual assessment and intellectual stimulation, which are among the TL characteristics, affect employees' JS. However, intellectual stimulation is positively correlated to JS, and individualized consideration is negatively related. At the same time, this study shows that the leader's charisma and inspirational motivation do not affect job satisfaction. In the study by Tanrıverdi and Paşaoğlu (2014), it was concluded that JS increases as TL's perception increases. In

the research of Eren and Titizoğlu (2014), it is seen that TL has a positive influence on JS. Choi et al. (2016) and Boamah et al. (2018) also show that TL has a positive effect on JS.

As the OC, the effect of TL on JS has been considered more on a sectoral or dimensions basis in the studies conducted until today. However, it is seen that the differences between generations are not taken into consideration. Accordingly;

H3: TL has an effect on JS among employees in the X generation.

H3a: Dimensions of TL in employees in the X generation affect JS.

H4: TL has an effect on JS among employees in gen Y.

H4a: Dimensions of TL have an effect on JS among employees in gen Y.

Methodology

Changes in the competitive market and employee profiles have made it necessary to modernize and develop business processes to retain a qualified workforce in the long term and employ new talents. The pharmaceutical industry is also one of the areas where intense competition is experienced. In this sector, a market of 1.5 trillion dollars is foreseen worldwide in the next five years. Sectoral growth in Turkey, Egypt, and Pakistan would be more powerful compared to other countries is estimated. The pharmaceutical industry needs to adapt to new business models around the world to understand changing expectations. The innovative business models lead to manage possible sectoral risks and develop innovative solutions while bringing essential opportunities. With the growth of the market, it is predicted that employment in the sector will increase. It will be crucial to understand the employee profile changes with the changing expectations and innovations in the market and make the employment plans accordingly (KPMG, 2019).

The research's main problem is that "TL's effect on OC and JS are there differences between generations?" in the form. Although it has been done on OC, JS, and TL in the literature, no study can reveal the differences between the relevant sectors and generations. In the last years, a small number of studies conducted on generational differences in the survey show the pharmaceutical industry's importance on research in Turkey. It is assumed that the research will contribute to the organizational behavior literature and administrators of other companies operating in the pharmaceutical industry.

In the study, the effect of perception of transformational leadership behaviors of X and Y generation employees in the pharmaceutical industry on their JS and OC was examined. Employees' TL perception is the independent variable of the research, and

JS and OC levels are dependent variables. In the study, the effect between dependent and independent variables was examined according to generational differences. The explanatory research model created with the variables included in the research is shown in Figure 1.

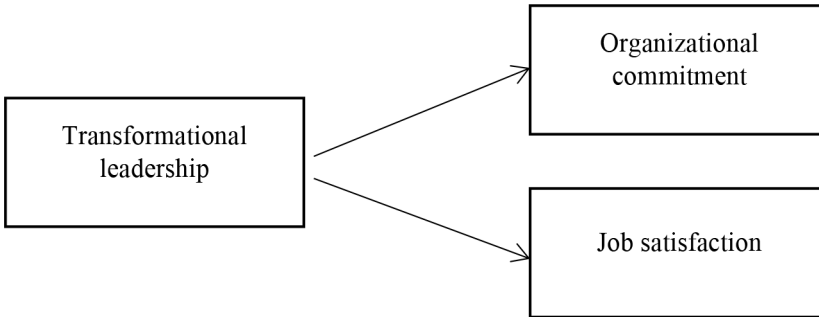


Figure 1. Proposed model

Sample

In the study, which reveals TL's effect on OC and JS in line with generation differences, the research's central mass consists of white-collar employees working in the pharmaceutical industry. In determining the sample, the sample size was 150, with a margin of 8% error at a 95% confidence interval. The questionnaire form created on the survey collection program called *surveey.com* was distributed to the relevant sector employees via the link, and 164 turns were received within the research scope. However, eight questionnaires were left out of evaluation due to incomplete or incorrect filling, and analysis was carried out with the remaining 156 questionnaires. The snowball sampling technique, one of the non-probabilistic sampling methods, was used in sample selection. In this context, the participants were asked to deliver the questionnaire to individuals in the pharmaceutical industry, and the questionnaires were filled out with this method.

Data Collection

The survey method was used to collect research data. The questionnaire form consists of three scales and demographic questions. In the first scale, job satisfaction levels of employees were measured. To measure the varying level of JS depending on different variables, Weiss et al. (1967) and the Turkish validity and reliability study of the Minnesota Job Satisfaction Scale, which was developed by Kuzgun, Sevim, and Hamamcı (1999), was used in the short form of 20 expressions. Questionnaire items were evaluated with the 5-point Likert method. In the second scale, the OC scale of Allen and Meyer (1990), whose Turkish validity and reliability study was conducted by Dağlı, Elçiçek, and Han (2018), was used to measure the OC levels of the employees. The scale consists of eighteen statements and measures commitment

in three dimensions. The participants evaluate the expressions created on the 5-point Likert scale. To measure TL perceptions of employees in the third scale, Podsakoff et al. (1990) and adapted to Turkish by İçsan (2002), the transformational leadership scale consisting of twenty-three expressions and five dimensions (Vision, Inspiration, Intellectual Stimulation, Individualized Consideration, Having Success Expectation) was used. It is the same as the OC scale in evaluations of this scale. In the last part of the questionnaire, there are questions to determine the demographic characteristics (such as gender, age, marital status, educational status, position, seniority at the organization, total seniority).

Findings and Comments

The research data was analyzed on SPSS 18 program. Firstly, factor analysis was performed for structural validity in the study; the scales' reliability values were calculated. Regression analysis was applied to examine the interactions of variables with each other according to generation differences. The findings regarding the age, gender, and educational status of the 156 pharmaceutical industry employees participating in the study were as follows. All employees are 20 years old and above, and the oldest employee is 55 years old. The participants' age was founded to be attributed to X and Y. While 42.3% of the study participants are Gen X employees, 57.1% of them are Gen Y employees. 27.6% of the research employees are master / doctoral graduates, 58.3% are university graduates, and 14.1% are vocational and high school graduates. According to the findings, it was concluded that the participants' education levels were mostly undergraduate and above. 63.5% of the study employees are men, and 36.5% are women (Table 1).

Table 1
Demographic Characteristics of the Participants

Variables	Characteristics	Frequency	Percent
Age	X (40 - 55)	66	42.3
	Y (20-39)	89	57.1
	Not stating	1	0.6
Gender	Female	57	36.5
	Male	99	63.5
Education	High School	10	6.4
	Vocational school	12	7.7
	University	91	58.3
	Master / Ph.D.	43	27.6

- Factor Analysis

Factor structures of TL and OC scales were examined. As the JS scale has a one-dimensional structure, factor analysis was not concerned for it. First of all, the factor analysis of the TL scale was conducted. KMO value of the transformational leadership

scale as a result of the analysis .949 and Bartlett Test of Sphericity ($p < .05$) (Chi-Square = 2970.524, $df = 190$). Since the KMO value is very close to 1, the sampling adequacy power is excellent (Sipahi, Yurtkoru ve Çinko, 2006, 80). Varimax rotation-based principal component analysis was applied to the transformational leadership scale. As a result of the factor analysis of the scale, a two-factor structure has emerged. Among these factors, Create a Vision explains 52.86% of the variability, while the factor of Having Success Expectation explains 16.37% of the variability. The ratio of explaining the variance of the whole scale was calculated as 69.23%. The factor analysis results for the TL scale are shown in Table 2.

Table 2
TL Scale Factor Analysis

Dimensions	Items	Factor loadings	Percent
Factor 1: Vision	My manager tries to create team thinking and spirit in his subordinates.	.880	52.86
	My manager tries to make the employees team players.	.863	
	My manager respects my personal feelings.	.845	
	My manager acts by considering my feelings.	.829	
	My manager is an exemplary leader for me.	.827	
	My manager acts by considering my personal needs.	.821	
	My manager encourages me to raise my expectations for my job and career.	.821	
	My manager attaches importance to subordinates' commitment to the determined goals.	.821	
	My manager urges his subordinates to work for the same purpose.	.820	
	My manager sets an example to employees with his behavior rather than words.	.818	
	My manager tries to inspire his subordinates with his plans.	.803	
	My manager makes continuous collaboration in in-house teamwork.	.797	
	My manager encourages me to solve routine problems with a new perspective.	.785	
	My manager ensures that employees participate in the establishment of the organization's goals.	.772	
	My manager asks questions that make me think.	.729	
My manager has a clear idea of the future state of the business.	.539		
Factor 2: Having Success Expectation	My manager always expects us to do the best and better.	.768	16.37
	My manager does not see the second-best as a success when evaluating our activities.	.736	
	My manager tells us and makes it clear that he expects a lot from us.	.678	

KMO value of the OC scale. 878 and Bartlett’s Test of Sphericity ($p < .05$) (Chi-Square = 1126,722, $df = 105$). The results of the factor analysis made for the organizational commitment scale are shown in Table 3. After the factor analysis, expressions with a factor load less than 0.50 and vision a factor with a single item were removed from the scale. Three statements were removed from the scale with 18 items in total. As a result of the scale’s factor analysis, a three-factor structure has emerged, overlapping the literature. Among these factors, affective commitment explains 39.77% of the variability, while the continuance commitment factor explains 15.64% of the variability, and normative commitment explains 7%. The rate of explaining the variance of the whole scale was calculated as 62.41%. The results of the factor analysis made for the organizational commitment scale are shown in Table 3.

Table 3
OC Scale Factor Analysis

Dimensions	Items	Factor loadings	Percent
Factor 1: Affective commitment	I don’t feel “emotionally attached” to the organization.	.826	39.77
	Spending the rest of my professional life in this organization makes me very happy.	.790	
	I feel no moral obligation to stay in my current workplace.	.769	
	I don’t think I belong to this organization very much.	.758	
	This organization has an exceptional place and meaning for me.	.748	
	This organization deserves my loyalty.	.739	
	I feel like the problems of this organization are my own.	.712	
	I am currently working at my workplace out of necessity, not because I want it.	.701	
	I do not feel “part of the family” in my organization.	.678	
Factor 2: Continuance Commitment	If I hadn’t put so much effort into this organization, I might have considered working elsewhere.	.870	15.64
	Even if I wanted to, it would be challenging for me to leave my organization now.	.768	
	I cannot think of quitting my job because the job areas are minimal.	.756	
Factor 3: Normative Commitment	Although it is advantageous for me, I feel that it is not right to leave my organization right now.	.840	7.00
	I would feel guilty if I leave my organization now.	.634	
	I wouldn’t leave my organization right now, as I feel obligated to the people here.	.627	

- Reliability Analysis

The Cronbach Alpha coefficient determined the reliability values of the scales used in the research. As a result of the reliability analysis for 20 statements in the job satisfaction scale, the Cronbach Alpha value was determined as .887. The Cronbach Alpha value

for fifteen items on the OC scale was determined as .871. Cronbach’s Alpha value of the TL scale for nineteen statements was determined as 0.965. In terms of social sciences, values of .70 and above show that the scales are reliable (Kılıç, 2016, 47).

- *Descriptive Statistics*

According to the arithmetic mean and standard deviation results of the research scales, the mean for the organizational commitment scale is $\bar{x}= 3.54$ ($\sigma = .67$), the average for the job satisfaction scale $\bar{x}= 3.93$ ($\sigma = .51$), for the transformational leadership scale the mean $\bar{x}= 3.64$ ($\sigma = .81$). According to this result, the participants evaluated the “agree” option for the statements in the scale of organizational commitment and transformational leadership. The job satisfaction scale expressions’ evaluation results are close to the “*satisfied*” option (Table 4).

Table 4
Descriptive Statistics

Dimensions	\bar{x}	σ
<i>Organizational Commitment</i>	3.54	.67
Affective Commitment	3.88	.82
Normative Commitment	3,12	.93
Continuance Commitment	3,17	.75
<i>Job Satisfaction</i>	3.93	.51
<i>Transformational leadership</i>	3.64	.81
Vision	3,62	.89
Having success expectation	3,74	.69

As shown in Table 5, a high level of positive and significant relationship was found between TL and JS ($r = .74, p <.01$). There is a high level of positive correlation ($r = .73, p <.01$) between the vision dimension of TL and JS. It was determined that there is a moderately positive correlation ($r = .48, p <.01$) between the success expectation dimension of TL and JS.

It was found that there is a moderately positive relationship between OC and TL variables ($r = .57, p <.01$). Medium-level positive relationships between TL and the normative commitment dimension of OC ($r = .34, p <.01$), and close to high-level positive-direction relationships with affective commitment ($r = .60, p <.01$) were found. There was no significant relationship between the continuance commitment dimension of OC and the TL variable. ($p = .157 > 0.05$).

Table 5
Correlations

Variables		1	2	3	4	5	6	7	8
Transformational leadership (1)	r	1							
Vision (2)	r	.993**	1						
	p	.000							
Having success expectation (3)	r	.601**	.505**	1					
	p	.000	.000						
Job satisfaction (4)	r	.747**	.737**	.483**	1				
	p	.000	.000	.000					
Organizational commitment (5)	r	.571**	.567**	.343**	.615**	1			
	p	.000	.000	.000	.000				
Continuance commitment (6)	r	.114	.096	.185*	.113	.483**	1		
	p	.157	.233	.021	.162	.000			
Normative commitment (7)	r	.348**	.342**	.236**	.314**	.738**	.382**	1	
	p	.000	.000	.003	.000	.000	.000		
Affective commitment (8)	r	.604**	.608**	.305**	.678**	.895**	.113	.478**	1
	p	.000	.000	.000	.000	.000	.161	.000	

** $p < .01$, * $p < .05$, $N = 156$

Regression analysis was used to determine how one variable explains the other in the relations of variables. Regression and correlation analyses are interrelated measurements. While correlation measures the relationship between two variables based on causality; regression explains the effects of variables on each other with a cause-effect relationship (Sümbüloğlu & Sümbüloğlu, 2019). To test the research hypotheses, the impact of TL and its sub-dimensions on JS and then OC was investigated. The study’s main aim is to determine the interaction between variables according to generation differences. The data set was divided into the first-gen Y and then according to gen X, and regression analyzes were conducted.

H1: TL has an effect on JS among employees in the Y generation.

A regression analysis was performed to test the hypothesis. As a result of the analysis, it is seen that TL perception explains 59.3% of the change in JS among Y generation employees. It is expressed as the regression equation of TL and JS variables (Transformational leadership = 2,191 + .047 * job satisfaction). According to the equation, one unit increase in transformational leadership will result in a .047 unit increase in JS. According to the ANOVA analysis results, the model was significant ($p = .000 < 0.05$). To examine the autocorrelation between variables, the Durbin-Watson value was calculated. When this value is between 1.5 and 2.5, it will be concluded that there is no autocorrelation between variables (Öztürk, 2009, 264). Since the Durbin-Watson value in the model was found to be 1.932, it was concluded that there was no autocorrelation between variables.

Table 6

Regression Analysis Regarding the Effect of TL on JS for Gen Y Employees

Independent variable	Beta	t-value	F-value	p
Transformational leadership	.047	11.251	126.594	.000

$r=.77$, $R^2 =.59$, $N=89$

Dependent variable: Job satisfaction

H1a: Dimensions of TL have an effect on JS among employees in the Y generation.

The test of the hypothesis in the form was determined by regression analysis. It is seen that TL perception explains 59.9% of the change in JS among millennial employees ($R^2=.599$). Regression equations of sub-dimensions of TL and JS variables are expressed as (Having success expectation = $2.066 + .142 * \text{job satisfaction}$) and (vision = $2.066 + .365 * \text{job satisfaction}$). According to the equation, one unit increase in the dimension of having success expectations increased job satisfaction .142 unit increases in the dimension of vision, and one unit increases job satisfaction. It will cause an increase of .365 units.

Table 7

Regression Analysis of the Effects of the Dimensions of TL on JS for Gen Y Employees

Independent variable	Beta	t-value	F	p
Vision	.365	7,761	64.158	.000
Having success expectation	.142	2,387		.019

$r=.77$, $R^2 =.59$, $N=89$

Dependent variable: Job satisfaction

H2: TL has an effect on OC in gen Y employees.

The hypothesis was tested by regression analysis. It is seen that transformational leadership perception explains 37% of the change in organizational commitment among Y generation employees. It is expressed as the regression equation (Transformational leadership = $1.550 + .537 * \text{organizational commitment}$) for the variables of TL and OC. According to the equation, a 1 unit increase in transformational leadership will result in a .537 unit increase in organizational commitment. According to the ANOVA analysis results, the model to be significant ($p = 0.000 < 0.05$). Since the Durbin-Watson value was calculated as 1.682, it was concluded that there was no autocorrelation between variables.

Table 8

Regression Analysis of the Effect of TL on OC for Gen Y Employees

Independent variable	Beta	t-value	F	p
Transformational leadership	.537	7.163	51.311	.000

$r=.609$, $R^2 =.371$, $N=89$

Dependent variable: Organizational commitment

H2a: TL dimensions have an effect on OC in gen Y employees.

According to the results of the regression analysis related to the hypothesis, it is seen that the TL perception among the gen Y employees explains 37% of the change in organizational commitment. According to the analysis result, the dimension of having success expectations is not significant ($p = .580 > .05$). Only the dimension of vision is seen significantly in the model ($p = .000 < .05$). Therefore, the regression equation for vision and organizational commitment variables is expressed as ($\text{Vision} = 1,597 +, 466 * \text{organizational commitment}$). According to the equation, one unit increase in the vision dimension will increase .466 units in organizational commitment. In this context, it was determined that only the vision dimension of TL was effective in explaining organizational commitment, and the H2a hypothesis was partially accepted.

Table 9

Regression Analysis of the Effects of TL Dimensions on OC for Gen Y Employees

Independent variables	Beta	t-value	F	p
Vision	,466	5,535	25.407	.000
Having success expectation	,059	,555		.580

$r = .609, R^2 = .371, N = 89$

Dependent variable: Organizational commitment

H3: TL has an effect on JS among X generation employees.

When the results of the regression analysis regarding the hypothesis are examined, it is seen that the transformational leadership perception explains 51.5% of the change in JS in X generation employees. It is expressed as the regression equation of TL and JS variables ($\text{Transformational leadership} = 2.215 +, 0477 * \text{job satisfaction}$). According to the equation, one unit increase in transformational leadership will result in a .047 unit increase in job satisfaction. According to the ANOVA analysis results, the model was significant ($p = .000 < .05$). Since the Durbin-Watson value was calculated as 2.215, it was concluded that there was no autocorrelation between variables.

Table 10

Regression Analysis of the Effect of TL on JS for Gen X Employees

Independent variable	Beta	t-value	F	p
TL	.047	8.244	67.965	.000

$r = .71, R^2 = .51, N = 66$

Dependent variable: Job satisfaction

H3a: Dimensions of TL have an effect on JS in gen X employees.

According to the regression analysis results for the hypothesis, the dimension of having success expectation does not seem significant in the model ($p = .296 > .05$).

The vision dimension is statistically significant ($p = .000 < .05$). In this context, it has been determined that only the vision dimension of transformational leadership in Gen X effectively explains job satisfaction. In this framework, the regression equation is expressed as ($\text{Vision} = 2,203 + .400 * \text{job satisfaction}$). According to the equation, one unit increase in the vision dimension will increase .400 units in organizational commitment.

Table 11

Regression Analysis of the Effects of the Dimensions of TL on JS for Gen X Employees

Independent variable	Beta	t-value	F	p
Vision	.400	6.977	33.456	.000
Having success expectation	.081	1.055		.296

$r = .71$, $R^2 = .51$, $N = 66$

Dependent variable: Job satisfaction

H4: TL has an effect on OC in gen X employees.

When the results of the regression analysis of the hypothesis, it is seen that the transformational leadership perception in X generation employees explains 27% of the change in organizational commitment. It is expressed as the regression equation ($\text{Transformational leadership} = 2,148 + .400 * \text{organizational commitment}$) for the variables of TL and OC. According to the equation, one unit increase in TL will result in a .400 unit increase in OC. According to the ANOVA analysis results, the model was found to be significant ($p = .000 < .05$). Since the Durbin-Watson value was calculated as 1,869, it was concluded that there was no autocorrelation between variables.

Table 12

Regression Analysis of the Effect of TL on OC for Gen X Employees

Independent variable	Beta	t-value	F	p
Transformational leadership	.400	4.920	24.209	.000

$r = .52$, $R^2 = .27$, $N = 66$

Dependent variable: Organizational Commitment

H4a: Dimensions of TL have an effect on OC in Gen X employees.

The test of the hypothesis was carried out by regression analysis. It is seen that transformational leadership perception explains 27.5% of the change in organizational commitment in X generation employees. While the dimension of having success expectation in the model is not significant ($p = .481 > .05$), vision is significant ($p = .000 < .05$). In this context, it was determined that only the vision dimension of transformational leadership in GenX effectively explained organizational commitment. It is expressed as the regression equation ($\text{Vision} = 2.118 + .332 * \text{organizational commitment}$) of the variables of vision and organizational commitment of transformational leadership.

According to the equation, a one-unit increase in the dimension of vision will increase .332 units in organizational commitment.

Table 13

Regression Analysis of the Effects of TL Dimensions on OC for Gen X Employees

Independent variable	Beta	t-value	F	p
Vision	.332	4.123	11,925	.000
Having success expectation	.076	0.708		.481

$r = .52$, $R^2 = .27$, $N = 66$

Dependent variable: Organizational Commitment

Result and Discussion

In the globalizing world, the most crucial power of organizations seems to be human capital. As is known, human capital is the sum of the knowledge, skills, and abilities of the individuals working in an organization. At the same time, human capital is valuable and can be developed with appropriate investment (CIPD, 2017). It can understand the needs of the employees and produce solutions for these needs. Generational differences of employees are also the subject of research as an essential factor in shaping these needs. In Deloitte’s (2017) study, the rate of Gen Y employees in our country, who stated that they wanted to leave their jobs within two years, was determined to be almost one of two.

For businesses to sustain their existence in the long term, it will be possible to effectively manage these differences by increasing their JS and OC employees. In this context, it becomes crucial to examine the leadership style that can enable employees to connect to their organizations and increase their JS. In the study, TL’s effect on JS and OC was examined in the context of generations. As a result of the research, a relationship has been found between TL and JS in the context of generations. Also, it was observed that the vision dimension of TL was more effective on JS. Employees of Gen Y perceive TL and change in JS more than Gen X employees. When the relationship between having success expectation and vision and job satisfaction, which are the dimensions of transformational leadership, was examined, it was determined that both dimensions affected JS in the Y generation. Simultaneously, it was found that only the vision dimension affected JS in gen X.

In the study, it was found that there is a moderate positive relationship between TL and OC. TL and normative commitment, OC’s dimension, have moderately positive relationships with affective commitment and close to high levels. No significant relationship was found between the continuance commitment dimension of organizational commitment and transformational leadership. The effect of TL on OC was observed to be more generous in Gen Y employees compared to Gen X employees. While the

vision dimension of TL affects OC in both X and Y generations, the dimension of having success expectations has not been found to affect organizational commitment. Also, the study did not show differences in terms of demographic characteristics.

Although a similar study is not found in the literature, it is seen that some variables are related to the results of the investigation. Da Silva et al. (2012), it was determined that leadership style is the determinant of organizational commitment between generations X and Y. In the meta-analysis study of Costanza et al. (2012), it is stated that generational differences do not make any difference in job-related results (organizational commitment, job satisfaction, etc.). In the study of Cucina et al. (2018), it was stated that job satisfaction varies between generations, but this difference is meager. In another study, it has been determined that Gen X has higher job performance, JS, and OC than Gen Y (Bridges, 2018). Mehra and Nickerson's (2019) study shows that especially Gen Y managers have the least job satisfaction in the workplace. This study is a pioneer for future studies. In this context, it may be appropriate to make different analyzes by comparing the research results with the results of a survey that will include other sectors. It may also be useful to test the study in larger samples. The results of this research are thought to be important for human resources management and organizational policymakers. Especially in organizations with different generations, it is vital to identify the needs to ensure JS and OC and how they will be presented to the managers.

Limitations

It was assumed by the participants that the expressions in the questionnaire form were understood correctly and that they answered the questions without being under any pressure. The most important constraint of the study is that the pharmaceutical sector employees participating in the survey stated that they had time constraints due to their workload.

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