

# The effect of work value perceptions and person organization fit on job satisfaction of X and Y generation employees in hospitality businesses

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## ABSTRACT

### Keywords:

X and Y Generations,  
Perception of Work Value,  
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The tourism industry relies heavily on human power to survive, and job satisfaction is significantly influenced by employees' perceptions of work value and person-organization fit. This research aims to explore the impact of X and Y generation employees' work value perceptions and person-organization fit on job satisfaction in hospitality establishments. A field study was conducted with 471 employees in Mersin, using a convenience sampling method. Data was collected through questionnaires and reliability and validity tests. The findings showed that work value perceptions, person-organization fit, and job satisfaction levels of X and Y generation employees differ at a significance level of 0.05. However, there is a positive and significant relationship between these factors, with person-organization fit having a positive and significant effect on job satisfaction.

## 1. Introduction

The concept of generation in the Turkish Language Association Dictionary of Philosophy Terms is defined as "a group of individuals who were born in a similar period of time, have undertaken the common destiny, challenges, and turmoil created by the necessities of their shared time, and have shared the same experiences and trials" (TDK, 2022). On the other hand, when generations are classified chronologically, they are divided into five groups: traditional generation, baby boomers, Generation X, Generation Y, and Generation Z. In the scope of this study, it was determined that individuals belonging to X and Y Generation are between the ages of 43-57 and 23-42 in the year 2022, respectively, and their total population ratio is between 19.7% and 30.7% (TUİK, 2023). Given that X and Y Generation make up more than half of the workforce (50.4%), it is considered important and worth investigating the impact of employees' work value perceptions and person organizational fit on job satisfaction from the perspective of the generation phenomenon.

The concept of work value perception expresses the values that are important to individuals in their work life (İlhan *et al.*, 2019). According to Ros *et al.* (1999), work values are defined as a set of beliefs related to desired outcomes (such as high salary, career advancement) or behaviors (such as working with people, socializing) similar to basic life

values. From these definitions, it can be understood that work value perceptions are related to various concepts such as needs, beliefs, principles, and goals that guide individuals' behaviors, and therefore, they are guiding principles for individuals to evaluate their work environments and outcomes and to make choices among different work alternatives.

On the other hand, in order to explain the fundamental problem of the study, it is necessary to clearly state why the study was conducted and how it will fill a gap or contribute to the literature in the tourism field. For this purpose, a literature review was conducted and it was determined that studies have been conducted on generational work values (Ebner *et al.*, 2006; Maurer *et al.*, 2003; Freund, 2006; Cherrington *et al.*, 1979; İlhan *et al.*, 2019), person-organization fit (Chatman, 1989; Bretz & Judge, 1994a; Ulutaş *et al.*, 2015; Çetinkaya, 2019; Hamstra *et al.*, 2019) and job satisfaction (Drummond & Stoddard, 1991; Spector, 1997; Vansteenkiste *et al.*, 2007; Sökmen & Bıyık, 2016; İlkım Şimşek, 2017) related to the topic. Based on the findings of the aforementioned studies, it can be concluded that value perceptions of work have a positive impact on job satisfaction, and individual-organizational fit positively affects job satisfaction. However, upon examining the conducted research, it was determined that there is no study investigating the impact of work value perceptions and person-organizational fit on

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job satisfaction specifically for X and Y Generation employees in the hospitality establishment. Therefore, it is believed that the subject is worth researching.

In this context, it has been determined that the studies conducted in the literature review mostly focused on the relationship between work values and job satisfaction, as well as the relationship between person-organization fit and job satisfaction. However, it was found that no study has been conducted so far on the impact of work values and person-organization fit of X and Y generation employees in hospitality establishment on job satisfaction. Therefore, the model and hypotheses presented in the methodology section of the study were developed.

## 2. Conceptual Framework

### *Relationship between Generational Work Values and Person-Organization Fit*

Every major event that occurs in the historical process creates strong changes on the human being, who is a social entity. From the past century to present day, it can be observed that events such as World War II, followed by the Cold War, coups, economic crises, famine, terrorist attacks, which have a significant impact not only in the regions where they occurred but also on the masses, cause differentiation in individuals' value judgments, worldviews, and lifestyles (Güngör & Özdoğan, 2022).

Work values are briefly defined as the values that are important for individuals in the work life (İlhan *et al.*, 2019). According to Ros *et al.* (1999), work values are defined as a set of beliefs related to desired outcomes (such as high salary, career advancement) or behaviors (such as working with people, socializing), similar to basic life values. Based on this definition, it can be concluded that work value perceptions are related to various concepts such as needs, beliefs, principles, and motivation, which direct individuals' behaviors, and they are guiding principles for individuals to evaluate their work environments and outcomes and make choices among different work alternatives.

Individual-organization fit has been defined in various ways such as congruence between individual and organizational goals and values, alignment of individual strengths with the resources in the work environment, and alignment between individuals' personality traits and organizational characteristics (McCulloch & Turban, 2007; Chatman, 1989). Individual-organization fit is the alignment between employees' personal characteristics, beliefs, and values with the organizational culture, strategic goals, and norms (İlkin Şimşek, 2017). Additionally, Kristof (1996) evaluated the topic using four approaches: congruence between individuals' and organizations' fundamental characteristics, congruence between individuals' preferences or needs and organizational structure, congruence between organizational climate and individuals' personality traits. Within this context, it is

thought that job satisfaction will occur after individual-organization fit when the individual needs of X and Y generation employees are compatible with organizational needs.

Based on this perspective, it has been found in the literature review that many studies have been conducted on the relationship between work value perception and job satisfaction (Ebner *et al.*, 2006; Maurer *et al.*, 2003; Freund, 2006; Cherrington *et al.*, 1979; İlhan *et al.*, 2019). Similarly, it has been found that many studies have been conducted on the relationship between person-organization fit and job satisfaction (Chatman, 1989; Bretz ve Judge, 1994a; Ulutaş *et al.*, 2015; Çetinkaya, 2019; Hamstra *et al.*, 2019). However, since no study has been found on the relationship between work value perception and individual-organization fit of X and Y generation employees in hospitality establishment in line with the aim of this study, the following hypotheses have been proposed.

**H<sub>1</sub>:** There is a positive and significant relationship between the work value perceptions of X and Y generation employees and individual-organizational fit.

**H<sub>1a</sub>:** There is a positive and significant relationship between the external value perceptions of X and Y generation employees and value fit.

**H<sub>1b</sub>:** There is a positive and significant relationship between the external value perceptions of X and Y generation employees and expectations-skills fit.

**H<sub>1c</sub>:** There is a positive and significant relationship between the external value perceptions of X and Y generation employees and needs-supply fit.

**H<sub>1d</sub>:** There is a positive and significant relationship between the internal value perceptions of X and Y generation employees and value fit.

**H<sub>1e</sub>:** There is a positive and significant relationship between the internal value perceptions of X and Y generation employees and expectations-skills fit.

**H<sub>1f</sub>:** There is a positive and significant relationship between the internal value perceptions of X and Y generation employees and needs-supply fit.

**H<sub>1g</sub>:** There is a positive and significant relationship between the social value perceptions of X and Y generation employees and value fit.

**H<sub>1h</sub>:** There is a positive and significant relationship between the social value perceptions of X and Y generation employees and expectations-skills fit.

**H<sub>1i</sub>:** There is a positive and significant relationship between the internal value perceptions of X and Y generation employees and needs-supply fit.

**H<sub>1j</sub>:** There is a positive and significant relationship between the prestige value perceptions of X and Y generation employees and value fit.

**H<sub>1k</sub>:** There is a positive and significant relationship between the prestige value perceptions of X and Y generation employees and expectations-skills fit.

**H1:** There is a positive and significant relationship between the prestige value perceptions of X and Y generation employees and needs-supply fit.

**Impact of Generational Work Values on Job Satisfaction**

George England (1967), one of the earliest researchers on determining work values, developed a theoretical model about the relationship between values and human behavior. This model emphasizes the need to consider the influence of values on behavior, taking into account environmental factors before making a definitive judgment about individuals' behavior. Similarly, it has been found that individuals' internal work values such as the use of their abilities, achievement, and job variety (Sheldon & Kasser, 2001; Priyadarshi & Kumar, 2009), and external work values such as job security, salary, promotion, authority, and status (Rhodes, 1983) positively affect job satisfaction.

Furthermore, according to some researchers, with age, individuals' contribution levels to society and job satisfaction increase as a result of the internal factors contained in the sub-dimension of work value perception (Turgut & Tevrüz, 2003), while others have found the opposite result, where learning new things, personal development, and friendship relationships decrease (Ebner *et al.*, 2006; Maurer *et al.*, 2003; Freund, 2006; Cherrington *et al.*, 1979). Based on this perspective, it can be concluded that individuals with high work value perception affect both internal and external work values and social work values, thereby increasing job satisfaction. Following this viewpoint, the following hypotheses were formulated after examining previous research:

**H2:** The work value perceptions of X and Y generation employees have a positive impact on job satisfaction.

**H2a:** The internal work value perceptions of X and Y generation employees have a positive impact on job satisfaction.

**H2b:** The external work value perceptions of X and Y generation employees have a positive impact on job satisfaction.

**H2c:** The social work value perceptions of X and Y generation employees have a positive impact on job satisfaction.

**H2a:** The prestige work value perceptions of X and Y generation employees have a positive impact on job satisfaction.

**The Effect of Generation-Employee Fit on Job Satisfaction**

Job satisfaction, which has a complex structure in the field of management, is generally defined as the positive or negative attitudes and feelings that employees have about their jobs (Aksoy, 2020). Spector (1997) stated that job satisfaction is related to what individuals think about their jobs and various aspects of their jobs, while Aamodt (2015) expressed that it is the attitudes of employees towards their jobs. According to Edwards *et al.* (2008), it is the degree

of pleasure that employees derive from their jobs, while Roodt *et al.* (2002) evaluate job perception based on factors such as individuals' needs, values, and expectations.

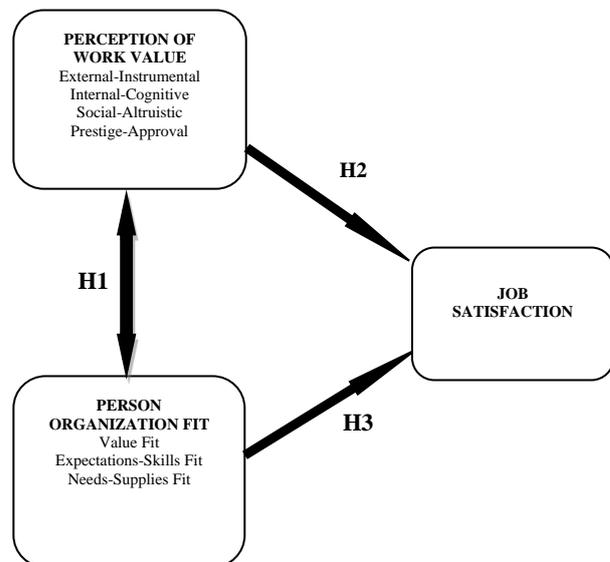
Mortimer and Lorence (1979) found in their study that children from families with high socioeconomic and cultural levels give less importance to external values of working life and give more importance to human-oriented and internal values. Similarly, İlkım and Derin (2018) examined the relationships between perceived job insecurity, individual-organizational fit, and job satisfaction, and according to their research findings, there is no significant relationship between job insecurity and individual-organizational fit with job satisfaction. However, they found a positive and significant relationship between individual-organizational fit and job satisfaction, reaching a conclusion that supports other studies in the literature (Turunç & Çelik, 2012; Sökmen & Bıyık, 2016; Ulutaş *et al.*, 2015). Based on this perspective, hypotheses have been established by examining the research conducted, as shown below.

**H3:** The individual-organizational fit of X and Y generation employees has a positive effect on job satisfaction.

**H3a:** The value fit of X and Y generation employees has a positive effect on job satisfaction.

**H3b:** The expectation-skill fit of X and Y generation employees has a positive effect on job satisfaction.

**H3c:** The culture fit of X and Y generation employees has a positive effect on job satisfaction.



**Figure 1: Research Model**

Source: Authors' own elaboration.

**3. Method of the Research**

The purpose of this study is to demonstrate the impact of work value perceptions and individual-organizational fit

on job satisfaction among X and Y generation employees in accommodation establishments. In order to achieve this goal, a research model was prepared and tested using quantitative methods. The study is descriptive in nature.

#### *Population and Sample of the Research*

The population of the study consists of personnel working in accommodation establishments in Mersin province, while the sample consists of 471 personnel working in accommodation establishments in Mersin. Mersin was chosen as the sample group because of its strong potential in terms of both tourism and the number of accommodation establishments. Additionally, there is no data available regarding the number of personnel working in accommodation establishments in Mersin. In situations where the sample size cannot be determined exactly, it is stated in various sources that a sample size of 384 will represent the population in terms of both qualitative and quantitative aspects (Altunışık *et al.*, 2012; Gürbüz & Şahin, 2018; İslamoğlu & Alnaçık, 2016). In this context, the 471 survey questionnaires collected from personnel working in accommodation establishments in Mersin represent the sample of the research.

#### *Data Collection and Scales*

The survey form used as the measurement tool in the study consists of three main parts. The first part includes statements regarding the participants' perceptions of work values, the second part includes statements regarding the individual-organizational fit and job satisfaction of the employees, and the third and final part includes statements regarding the participants' demographic characteristics. To this end, the "Work Values Perception" scale by Lyons *et al.* (2010) was used for the "Work Values Perception" construct, the "Individual-Organizational Fit" scale by Cable and DeRue (2002) was used for the "Individual-Organizational Fit" construct, and the "Job Satisfaction" scale by Aksoy (2020) was used for the "Job Satisfaction" construct.

The dimensions of the work values perception construct (External/Instrumental dimension with eight statements, Internal/Cognitive dimension with ten statements, Social/Altruistic dimension with six statements, Prestige/Appreciation dimension with seven statements) were measured. The dimensions of the individual-organizational fit construct (Value Fit with three statements, Expectation-Skill Fit with two statements, Need-Supply Fit with two statements) were measured. Finally, job satisfaction was measured under a single dimension with three statements. Participants' levels of agreement with each statement in the survey were rated on a scale ranging from 1: "Strongly Disagree" to 5: "Strongly Agree".

The link to the survey form, created using Google Forms, was sent to the participants through virtual environments,

and a total of 446 surveys were collected. Since only X and Y generations were included in the scope of the study, 34 surveys collected from individuals aged 18-22 as of 2022 and 4 surveys collected from employees aged 58 and over were excluded from the analysis. Therefore, a total of 408 surveys were collected through virtual environments using Google Forms, and 63 surveys were collected through face-to-face interviews, resulting in a total of 471 surveys included in the analysis phase of the study. The convenience sampling method was used to ensure that all employees working in accommodation facilities in Mersin who had access to the survey form completed the survey. The surveys were conducted between the dates of July 17, 2022 and October 26, 2022, which were after the date of approval by the Ethics Committee of the Social Sciences Institute.

#### *Data Analysis*

Exploratory and confirmatory factor analyses were conducted to determine the relationships between work value perceptions, individual-organizational fit, and job satisfaction among X and Y generation employees. Correlation analysis and multiple regression analyses were used to identify the relationship between work value perceptions and individual-organizational fit. Finally, a T-test was conducted to identify the differences in work value perceptions, individual-organizational fit, and job satisfaction between X and Y generation employees, based on the hypotheses established in the literature.

## **4. Findings**

#### *Results of Exploratory and Confirmatory Factor Analyses for Work Value Perception*

Exploratory Factor Analysis (EFA) was conducted to establish the structural validity of the scale developed by Lyons *et al.* (2010), to describe variables, summarize the identified variables in manageable and workable factors. As a result of EFA, a four-factor solution was obtained to represent work value perception. However, based on the explained variances and scree plot data, it was concluded that a statements related to the internal cognitive dimension that affects work value perception needed to be extracted. Accordingly, it was decided to remove the statement "working in a job that contributes to the community". The revised EFA yielded a total of 31 statements to measure the factors affecting work value perception (10 items for the internal cognitive dimension, 7 for the prestige-appreciation dimension, 6 for the social-altruistic dimension, and 8 for the external-instrumental dimension). The results of the EFA for these statements are presented in Table 1.

**Table 1: Exploratory Factor Analysis Results for Work Value Perception Scale**

Item	Internal-Cognitive	Prestige-Approval	Social-Altruistic	External-Instrumental
IC3	0,837			
IC2	0,825			
IC1	0,805			
IC4	0,764			
IC7	0,758			
IC6	0,726			
IC8	0,718			
IC5	0,69			
IC9	0,62			
IC10	0,584			
PA1		0,817		
PA2		0,768		
PA4		0,721		
PA3		0,715		
PA5		0,669		
PA6		0,652		
PA7		0,591		
SA2			0,698	
SA3			0,695	
SA1			0,669	
SA6			0,615	
SA4			0,579	
SA5			0,572	
EI7				0,652
EI2				0,771
EI1				0,694
EI6				0,691
EI5				0,633
EI8				0,577
EI3				0,553
EI4				0,547
<b>Core Values</b>	11,703	2,721	1,382	1,216
<b>Percentage of Variance Explained %</b>	37,752	8,776	4,457	3,922
<b>Percentage of Total Explained Variance %</b>			54,907	
<b>Kaiser-Meyer-Olkin</b>			0,949	
<b>Bartlett Test of Sphericity</b>			0	

Source: Authors' own elaboration.

According to the statistical findings, it was determined that the factor loadings were above .50 and these factors explained 54.907% of the total variance. The results indicate that the factors affecting work values perception are the "internal-cognitive, prestige-recognition, social-altruistic, and external-instrumental" dimensions, which explain the four dimensions of the work values perception consisting of 31 items, and point to the validity of the single-factor structure.

Hair *et al.* (2017) stated that the factor loadings should be above 0.708. If expressions fall below this value, AVE and CR values must be examined before they are removed from the scale. Researchers generally accept that expressions should not be removed from the scale if the AVE and CR values are between 0.40 and 0.70. When the values in Table 2 are examined, it is seen that the included expressions are above this threshold value. When the

Cronbach Alpha values of the dimensions constituting work value perception are examined, it is accepted that the internal consistency validity is achieved because the value of "external-instrumental dimension is .828, internal-cognitive dimension is .913, social-altruistic dimension is .793, and prestige-approval dimension is .853" and the CR coefficients are between 0.762 and 0.817. The fact that the factor loadings of the structures are between 0.69 and 0.81, and the AVE coefficients are between 0.513 and 0.580 shows that the convergent validity is achieved.

**Table 2: shows the factor loadings, CR, AVE, and reliability values related to work values perception.**

Dimensions	Statements	Factor Loadings	t value	CR	AVE	Cronbach Alpha
EI	EI1	,69	10,83	,762	,513	,828
	EI2	,71	10,71			
	EI3	,67	10,76			
	EI4	,73	11,19			
	EI5	,68	10,96			
	EI6	,76	12,25			
	EI7	,78	12,93			
	EI8	,75	11,96			
IC	IC1	,73	13,53	,781	,522	,913
	IC2	,78	17,00			
	IC3	,74	15,97			
	IC4	,75	16,06			
	IC5	,79	18,41			
	IC6	,72	12,85			
	IC7	,77	16,61			
	IC8	,81	18,83			
	IC9	,80	18,56			
	IC10	,77	17,61			
SA	SA1	,71	10,41	,817	,580	,793
	SA2	,73	11,56			
	SA3	,76	16,94			
	SA4	,73	11,56			
	SA5	,77	17,37			
	SA6	,81	19,36			
	PA	PA1	,71			
PA2	,73	12,41				
PA3	,75	14,94				
PA4	,76	15,86				
PA5	,77	16,11				
PA6	,72	12,27				
PA7	,76	15,86				

EI: External-Instrumental, IC: Internal-Cognitive, SA: Social-Altruistic, PA: Prestige-Approval

Source: Authors' own elaboration.

Hair *et al.* (2017) stated that the factor loadings should be above 0.708. If expressions fall below this value, AVE and CR values must be examined before they are removed from the scale. Researchers generally accept that expressions should not be removed from the scale if the AVE and CR values are between 0.40 and 0.70. When the values in Table 2 are examined, it is seen that the included expressions are above this threshold value. When the Cronbach Alpha values of the dimensions constituting work value perception are examined, it is accepted that the internal consistency validity is achieved because the value of "external-instrumental dimension is .828, internal-

cognitive dimension is .913, social-altruistic dimension is .793, and prestige-approval dimension is .853" and the CR coefficients are between 0.762 and 0.817. The fact that the factor loadings of the structures are between 0.69 and 0.81, and the AVE coefficients are between 0.513 and 0.580 shows that the convergent validity is achieved.

**Exploratory and Confirmatory Factor Analysis Results for Person-Organization Fit**

An Exploratory Factor Analysis (EFA) was conducted to determine the structural validity of the scale developed by Cable and DeRue (2002) to express person-organization fit. As a result of the EFA, a three-factor solution was obtained for person-organization fit. However, considering the explained variances and scree plot data, it was concluded that one statements each for the expectations-skills fit and the needs-supplies fit dimensions, which affect person-organization fit, needed to be removed. Therefore, it was decided to remove the statements "there is a very good fit between my personal skills and what is expected of me in my job" and "there is a good fit between what my job expects of me and what I expect from a job" from the questionnaire. As a result, the factors affecting person-organization fit (consistency 3 items, expectations-skills fit 2 items, needs-supplies fit 2 items) were measured with a total of 7 expressions, and the EFA results for these expressions are shown in Table 3.

**Table 3: Exploratory Factor Analysis Results for Person-Organization Fit Scale**

Item	Value Fit	Expectations-Skills Fit	Needs-Supplies Fit
VF2	.899		
VF3	.872		
VF1	.804		
ES1		.931	
ES2		.919	
NS1			.929
NS2			.899
<b>Core Values</b>	3,917	.908	.809
<b>Percentage of Variance Explained %</b>	55,962	12,977	11,560
<b>Percentage of Total Explained Variance %</b>	80,50		
<b>Kaiser-Meyer-Olkin</b>	.825		
<b>Bartlett Test of Sphericity</b>	.000		

Source: Authors' own elaboration.

According to the obtained statistical findings, it was determined that the factor loadings were above .80 and these factors explained 80.50% of the total explained variance. The results indicated that the factors affecting individual-organizational fit were the "value fit, expectations-skills fit, and needs-supply fit" dimensions, which consisted of a 7-item individual-organizational fit scale, and the validity of the one-factor structure of the scale.

**Table 4: Factor Loadings, CR, AVE, and Reliability Values for Individual-Organizational Fit**

Dimensions	Expressions	Factor Loadings	t value	CR	AVE	Cronbach Alpha
VF	VF1	.72	14,746	.785	.617	.828
	VF2	.82	15,859			
	VF3	.80	15,606			
ES	ES1	.85	17,211	.850	.723	.913
	ES2	.84	16,223			
NS	NS1	.81	14,437	.827	.685	.793
	NS2	.83	15,322			

VF: Value Fit, BB: Expectations-Skills Fit, NS: Needs-Supplies Fit  
Source: Authors' own elaboration.

The factor loadings, composite reliability (CR), average variance extracted (AVE), and reliability values obtained from the confirmatory factor analysis (CFA) for the Individual-Organizational Fit Scale are presented in Table 4. When the Cronbach alpha values of the dimensions that make up individual-organizational fit were examined, it was determined that they were .828 for value congruence, .913 for expectations-skills congruence, and .793 for needs-satisfaction congruence. Thus, it can be concluded that individual-organizational fit and its dimensions are highly reliable. Additionally, the factor loadings of the dimensions that constitute individual-organizational fit ranged from .72 to .85, while the AVE values ranged from .513 to .580, and the CR values ranged from .617 to .723. In light of these results, it can be concluded that the theoretical structure proposed for the Individual-Organizational Fit Scale has been confirmed (Hair *et al.*, 2017).

**Exploratory Factor Analysis Results for Job Satisfaction**

Exploratory factor analysis (EFA) was conducted to determine the structural validity of the scale developed by Aksoy (2020) to measure job satisfaction. As a result of the EFA, a single-factor solution was obtained to represent job satisfaction. The EFA results for the three statements that measure job satisfaction are shown in Table 5 below.

**Table 5: EFA Results for the Job Satisfaction Scale**

Item	Job Satisfaction	Core Values	Percentage of Variance Explained %	Kaiser-Meyer-Olkin	Bartlett Test of Sphericity
JS3	.865				
JS2	.862	2,167	72,242	.707	.000
JS1	.821				

Source: Authors' own elaboration.

According to the obtained statistical findings, it was determined that factor loadings were above .80 and these factors explained 80.50% of the total explained variance. The results indicate the

validity of the single-factor structure of the job satisfaction scale.

**Table 6: Factor loadings, CR, AVE, and reliability values of the Job Satisfaction Scale.**

Dimensions	Expressions	Factor Loadings	t value	CR	AVE	Cronbach Alpha
JS	JS1	,70	11,896	,809	,587	,808
	JS2	,79	8,479			
	JS3	,80	8,121			

Source: Authors' own elaboration.

Factor loadings, CR, AVE and reliability values obtained from DFA for job satisfaction scale are given in Table 6. When the Cronbach's Alpha value of the job satisfaction scale is examined, it was found to be 0.808. Therefore, it can be concluded that the job satisfaction scale is highly reliable. In addition, it was determined that the factor loadings of the job satisfaction scale varied between 0.70 and 0.80, the AVE value was 0.587, and the CR value was 0.809. After these findings, it can be concluded that the theoretical structure predicted for the job satisfaction scale has been confirmed (Hair *et al.*, 2017).

### 5. Demographic Findings

According to the demographic data obtained, it was found that female participants (227 individuals) were more than male participants (244 individuals), and male participants constituted 51.8% of the study. When the ages of the participants were examined, it was found that the individuals with the highest participation rate in the study were in the age range of 23-42 years old with 303 people (64.3%). Therefore, it can be concluded that currently, the Y generation employees are more present in the workforce compared to the X generation. Furthermore, when the educational backgrounds of the participants were examined, it was found that the majority of the participants, 253 people (53.7%), were graduates with a bachelor's

degree, and the least participation was from 5 people (1.1%) who were primary school graduates. Based on this, it can be inferred that the majority of the personnel working in accommodation establishments in Mersin, 74.5% (Bachelor's degree, 53.7%; Postgraduate, 20.8%), have graduated from at least one faculty. Finally, when the working years of the participants in the establishment were examined, it was found that the highest participation was from the personnel with 6-10 years of experience, with 117 people, and the least participation was from the personnel with less than 1 year of experience, with 37 people.

### T-Test Analysis for Differences between Variables

When the values in Table 8 below are examined, it is determined that there is no significant difference at the 0.05 significance level between the dimensions of "external-instrumental, social-altruistic, and prestige-appreciation" that constitute the value perception of work among X and Y generation employees. However, it is found that there is a significant difference at the 0.05 significance level between the internal-cognitive dimension that constitutes the value perception of work among X and Y generation employees. In other words, the internal-cognitive perceptions that affect the value perception of work of X and Y generation employees differ from each other.

It is determined that there is no significant difference at the 0.05 significance level between the dimensions of "value congruence, expectation-skill congruence, and need-fulfillment congruence" that constitute the individual-organizational fit among X and Y generation employees. On the other hand, when the values related to job satisfaction variable are examined, it is found that there is a significant difference at the 0.05 significance level between the job satisfaction of X and Y generation employees in accommodation businesses in Mersin. In other words, the job satisfaction of X and Y generation employees in accommodation businesses differ from each other.

**Table 7: Information on Participants' Gender, Age, Education and Seniority**

Gender	N	%	Age	N	%
Female	227	48,2	Between 43-57 years (X generation)	168	35,7
Male	244	51,8	Between 23-42 years (Y generation)	303	64,3
Total	471	100	Total	471	100
Eğitim	N	%	Experience	N	%
Primary School	5	1,1	less than 1 year	37	7,9
High School	35	7,4	Between 1-5 years	135	28,7
Associate Degree	88	18,7	Between 6-10 years	117	24,8
Licence	278	59,0	Between 11-15 years	101	21,4
Graduate	65	13,8	16 years and above	81	17,2
Total	471	100	Total	471	100

Source: Authors' own elaboration.

**Table 8: T-Test Analysis for Differences between Variables**

Key Variables	Gender	N	X	SS	S.Er	F.	Sig.(P)
External-Instrumental	X generation	168	4,16	,491	,037	,071	,790
	Y generation	303	4,39	,507	,029		
Internal-Cognitive	X generation	168	3,95	,592	,045	8,859	,003
	Y generation	303	4,07	,670	,038		
Social-Altruistic	X generation	168	4,01	,563	,043	0,448	,504
	Y generation	303	4,30	,524	,030		
Prestige-Approval	X generation	168	3,68	,687	,053	1,947	,164
	Y generation	303	3,68	,735	,042		
Value Fit	X generation	168	3,51	,758	,058	2,597	,108
	Y generation	303	3,42	,828	,047		
Expectations-Skills Fit	X generation	168	3,76	,805	,062	1,124	,290
	Y generation	303	3,71	,871	,050		
Needs-Supplies Fit	X generation	168	3,33	,952	,073	0,237	,627
	Y generation	303	3,12	,928	,053		
Job Satisfaction	X generation	168	3,67	,718	,056	3,977	,049
	Y generation	303	3,47	,762	,042		

Statistical Significance Level: 0,05

Source: Authors' own elaboration.

**Table 9: Correlation Analysis on the Relationship between Work Value Perceptions and Person-Organization Fit**

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
<b>EI</b>	1								
<b>IC</b>	,667**	1							
<b>SA</b>	,693**	,701**	1						
<b>PA</b>	,393**	,668**	,563**	1					
<b>VF</b>	,131**	,295**	,200**	,427**	1				
<b>ES</b>	,150**	,278**	,270**	,377**	,537**	1			
<b>NS</b>	-,033	,173**	,113*	,366**	,551**	,523**	1		
<b>PWV</b>	,791**	,927**	,843**	,799**	,327**	,324**	,199**	1	
<b>POF</b>	,102*	,302**	,231**	,472**	,872**	,796**	,820**	,343**	1

\*\*Correlation significant at the 0.01 level (2-tailed). N=471

Source: Authors' own elaboration.

The correlation analysis results that reveal the strength and direction of the relationship between the value perception of work and individual-organizational fit of X and Y generation employees in accommodation businesses are shown in Table 9.

When the values obtained in Table 9 are examined, it is concluded that all correlation coefficient values are significant at the 0.01 level. Therefore, the main hypothesis (H1) and sub-hypotheses are supported.

**Multiple Regression Analysis for Inter-Variable Effects**

In this study, job satisfaction was taken as the dependent variable, while work value perception and person-

organization fit were taken as independent variables. Since it is not possible to explain a result with a single cause in social sciences, there may be more than one independent variable thought to have an effect on the dependent variable. Therefore, multiple regression analysis is used to examine the effect of multiple independent variables on the dependent variable in regression analysis (İslamoğlu & Almaçık, 2016).

In the multiple regression analysis conducted, the perception of work values (external-instrumental dimension, internal-cognitive dimension, social-altruistic dimension, and prestige-appreciation dimension) was taken as an independent variable, while job satisfaction was taken as the dependent variable. The model established

**Table 10: Hypothesis Test Results of Multiple Regression Analysis on the Relationship between Work Value Perception and Job Satisfaction**

	Beta (B)	Sta. Error	T Value	P	Result
PWV JS	,288	,272	1,061	,289	Not supported
EI JS	-,324	,140	-,2,315	,021	Supported
IC JS	2,931	,292	10,042	,000	Supported
SA JS	-,048	,119	-,401	,689	Supported
PA JS	,285	,108	2,635	,009	Not supported
<b>R</b>	,347		<b>R<sup>2</sup> (Adjusted)</b>		,113
<b>R<sup>2</sup></b>	,120		<b>F</b>		15,917

Source: Authors' own elaboration.

in the study explains 11.3% (R2 Adjusted) of job satisfaction. In other words, the perception of work values of the staff working in accommodation businesses explains 11.3% of the variation in job satisfaction.

According to Table 10, the effect of the external-instrumental dimension and social-altruistic dimension on job satisfaction, which affect the perception of work values, is negative, while the effect of the internal-cognitive dimension and prestige-appreciation dimension on job satisfaction is positive.

According to the analysis results, a unit change in work value perception causes a change of 0.288 (p<0.05) in job satisfaction. A unit change in the external-instrumental dimension, which affects work value perception, causes a change of -0.324 (p<0.05) in job satisfaction. A unit change in the internal-cognitive dimension, which affects work value perception, causes a change of 2.931 (p<0.05) in job satisfaction. A unit change in the social-altruistic dimension, which affects work value perception, causes a change of -0.048 (p<0.05) in job satisfaction, while a unit change in the prestige-appreciation dimension causes a change of 0.285 (p<0.05) in job satisfaction. Therefore, the H2 main hypothesis and H2d hypothesis are rejected, and the H2a, H2b, and H2c hypotheses are accepted.

**Table 11: Hypothesis Test Results for Multiple Regression Analysis between Person-Organization Fit and Job Satisfaction.**

	Beta (B)	Sta. Error	T Value	P	Result
POF JS	,474	,093	5,114	,000	Supported
VF JS	,984	,127	10,096	,000	Supported
ES JS	-,060	,052	-1,144	,253	Not supported
NS JS	,266	,050	5,321	,000	Supported
<b>R</b>	,699		<b>R<sup>2</sup> (Adjusted)</b>		,485
<b>R<sup>2</sup></b>	,488		<b>F</b>		148,357

Source: Authors' own elaboration.

In the multiple regression analysis conducted, individual-organization fit (value congruence, expectation-ability fit, and needs fulfillment) was considered as the independent variable, and job satisfaction was considered as the dependent variable. The model established in the study explains 48.5% (R2 adjusted) of job satisfaction. In other words, individual-organization fit of the employees working in the accommodation establishments explains 48.5% of the variation in job satisfaction.

According to Table 11, the effect of the expectation-ability dimension, which affects individual-organization fit, on job satisfaction is negative, while the effect of value congruence and needs fulfillment dimensions on job satisfaction is positive. Therefore, the H3 main hypothesis and H3a and H3c sub-hypotheses are accepted, and the H3b hypothesis is rejected.

## 6. Contributions to the Literature

The first theoretical contribution of the study to the literature is to support the reliability and validity of the

work value perception (Lyons *et al.*, 2010), person-organization fit (Cable & DeRue, 2002), and job satisfaction (Aksoy, 2020) scales used in the research. Additionally, there is no general consensus in the literature regarding the number of sub-dimensions of work value perceptions. In this study, the dimensions of work value perceptions in Lyons *et al.*'s (2010) study (extrinsic-instrumental, intrinsic-cognitive, social-altruistic, and prestige-esteem) were taken into account, and these dimensions were supported by the statistical findings. On the other hand, a four-factor result was obtained for expressing work value perception as a result of the CFA application. However, considering the explained variances and scree plot data, it was concluded that an expression related to the intrinsic-cognitive dimension that affects work value perception should be removed. Therefore, it was decided to remove the expression "working in a job that contributes to society." Consequently, the factors affecting work value perception were measured with a total of 31 expressions (10 items for the intrinsic-cognitive dimension, 7 items for the prestige-esteem dimension, 6 items for the social-altruistic dimension, and 8 items for the extrinsic-instrumental dimension) in the revised EFA result.

On the other hand, the dimensions of person-organization fit (value congruence, expectations-abilities fit, and needs-supplies fit) in Cable and DeRue's (2002) study were considered, and the statistical findings supported these dimensions. However, a three-factor solution was obtained for expressing person-organization fit through the application of CFA. Nevertheless, considering the explained variances and scree plot data, it was concluded that one expression for expectations-abilities fit and one for needs-supplies fit, which affect person-organization fit, should be extracted. Therefore, it was decided to extract the expressions "there is a good fit between my personal skills and what my job requires of me" and "there is a good fit between what my job requires of me and what I expect from a job" from the survey form. In this regard, the factors affecting person-organization fit were measured with a total of 7 expressions (3 expressions for value congruence, 2 expressions for expectations-abilities fit, and 2 expressions for needs-supplies fit) in the re-conducted CFA. Finally, in Aksoy's (2020) study, job satisfaction was considered under three expressions and a single dimension, and it was concluded that the scale expressions were supported by the statistical findings obtained. In this sense, this study has made a significant contribution to the literature nationally and internationally in this respect.

There are some relationships between the work values perceptions, person-organization fit, and job satisfaction of X and Y generation employees in accommodation establishments. In line with these relationships, a model was developed to examine the impact of work values perceptions and person-organization fit on job satisfaction of X and Y generation employees in accommodation establishments, based on the corporate structure.

Furthermore, as a part of the research purpose, three main hypotheses and 19 sub-hypotheses were developed and tested, which is an important contribution to the literature.

Finally, a literature review revealed that the systematic examination of job satisfaction is related to motivation theories. The theories that are effective in job satisfaction are the needs hierarchy theory, two-factor theory, equity theory, job characteristics model, and the Cornell model. Based on the findings of this study, it can be concluded that these theories are supported.

## 7. Recommendations for Businesses

Every major event that has occurred throughout history has brought about very strong changes in people, who are a social entity. When we examine the last century, we can see that events such as World War II, the Cold War period that followed it, terrorist attacks, coups, famine, and economic crises not only affected the regions in which they occurred, but also had an impact on the whole world. They caused differences in individuals' perspectives on the world, values, and lifestyles. These differences shape individuals' perceptions of work, their adaptation to organizations, and their work and business lives. Therefore, businesses that want to have a strong organizational structure should take into account the awareness of generational differences and allocate tasks and roles according to the characteristics of each generation.

Generational differences can be defined as different behaviors and expectations of people in different age groups in the workplace. As these differences are considered important for businesses, it is necessary for businesses to understand and manage these differences among employees. Businesses can use various methods to understand generational differences. Based on the awareness of generational differences, businesses need to use different management and leadership styles for their employees. Furthermore, each age group requires a different leadership approach. For example, individuals belonging to Generation Y may prefer a leadership style that provides them with more autonomy, while individuals belonging to the Baby Boomer generation may prefer a more authoritarian leadership style. Additionally, each generation requires different sources of motivation. For instance, Baby Boomers may find monetary rewards more important, while individuals belonging to Generation Y may consider factors such as social interaction, teamwork, and fitting into the company culture more important.

When individual needs such as good pay, a sense of achievement, good management, promotion opportunities, job security, responsibility, inclusion in the organizational climate, and the ability to showcase skills, match organizational needs such as loyalty to the organization, respect for authority, quality work, and commitment to organizational goals, individual-organizational fit is achieved (Jansen & Kristof-Brown, 2006). Examining

research results shows that when individual-organizational fit is achieved, trust, job satisfaction, performance, productivity, and organizational citizenship behavior increase (Bretz & Judge, 1994a; Kristof-Brown *et al.*, 2005; Karakuş, Onat & Yetiş, 2018; Onat & Eren, 2020). Therefore, companies that aim to establish a strong organizational structure need to consider the above-mentioned factors.

Some recommendations for businesses regarding the impact of work value perceptions and person-organizational fit on job satisfaction for Generation X and Generation Y employees in the hospitality industry:

- **Segmented Training and Development Programs:** Develop training and development programs tailored to the specific needs and preferences of Generation X and Generation Y employees. Highlight how these programs align with their personal values and career aspirations. This can enhance their perception of the organization's investment in their growth.
- **Flexible Work Arrangements:** Offer flexible work arrangements that cater to the work-life balance preferences of both Generation X and Generation Y employees. This could include remote work options, flexible hours, and job-sharing opportunities. Such arrangements can positively impact their job satisfaction and organizational commitment.
- **Value-Driven Communication:** Implement communication strategies that emphasize the organization's values, mission, and impact. Use storytelling to connect the work of employees with the larger purpose of the organization. This can enhance their sense of meaningful contribution, thereby boosting job satisfaction.
- **Mentorship and Coaching:** Establish mentorship and coaching programs that facilitate cross-generational knowledge transfer. Encourage experienced Generation X employees to mentor younger Generation Y employees, fostering a sense of camaraderie and shared learning. This can strengthen their sense of belonging and job satisfaction.
- **Recognition and Rewards:** Design recognition and rewards programs that acknowledge employees' contributions in alignment with their values and aspirations. This could include public acknowledgment, skill development opportunities, or involvement in decision-making processes. Recognizing their individuality can enhance their job satisfaction and loyalty.
- **Feedback and Empowerment:** Foster a culture of open feedback and empowerment, allowing Generation X and Generation Y employees to voice their opinions and ideas. Create platforms for idea sharing and involvement in decision-making processes, which can lead to a greater sense of ownership and job satisfaction.

- Promote Cross-Generational Collaboration: Organize cross-functional and cross-generational teams to work on projects. This promotes the exchange of diverse perspectives and skills, leading to increased engagement and job satisfaction for both Generation X and Generation Y employees.
- Professional Development Pathways: Create clear and personalized professional development pathways that align with the career goals of Generation X and Generation Y employees. Highlight opportunities for advancement within the organization, which can motivate them to stay and invest in their roles.
- Wellness and Mental Health Support: Offer wellness programs and mental health resources that cater to the well-being needs of both generations. Prioritize initiatives that address work-related stress, burnout, and mental health challenges to ensure a supportive work environment.
- Regular Feedback and Evaluation: Implement regular performance evaluations and feedback sessions that focus on strengths and areas for growth. Constructive feedback and opportunities for skill enhancement can contribute to higher job satisfaction and engagement.

#### *Inferences and Recommendations for Researchers*

Due to time and space limitations, only employees working in accommodation facilities in Mersin province were included in this study, and future research can be conducted by including accommodation facilities operating in other provinces or sectors. In this thesis, the regression analysis was conducted to determine whether the work value perceptions (external-instrumental, internal-cognitive, social-altruistic, prestige-admiration) of the X and Y generation employees in accommodation facilities have any effect on job satisfaction. However, it was not tested whether the work value perception of the employees or individual-organizational fit had any regulatory or mediating role in the formation of job satisfaction among employees in accommodation facilities. However, in the literature review conducted, it was found that the work value perception played a mediating role in the relationship between hometown attachment and job satisfaction in the study conducted by Caricati *et al.* (2014). Therefore, in future studies, the mediating or regulatory role of work value perception in the effect of individual-organizational fit on job satisfaction of X and Y generation employees can be investigated.

In this thesis, the impact of work value perceptions and individual-organizational fit of X and Y generation employees in accommodation facilities on job satisfaction was investigated. However, in the literature review conducted, it was found that individual-organizational fit affected organizational citizenship behavior, organizational commitment, productivity, performance, and other conditions. Therefore, future research can be

conducted to study the effect of individual-organizational fit on the aforementioned factors.

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**INFO PAGE**

The effect of work value perceptions and person organization fit on job satisfaction of X and Y generation employees in hospitality businesses

**Abstract**

The tourism industry relies heavily on human power to survive, and job satisfaction is significantly influenced by employees' perceptions of work value and person-organization fit. This research aims to explore the impact of X and Y generation employees' work value perceptions and person-organization fit on job satisfaction in hospitality establishments. A field study was conducted with 471 employees in Mersin, using a convenience sampling method. Data was collected through questionnaires and reliability and validity tests. The findings showed that work value perceptions, person-organization fit, and job satisfaction levels of X and Y generation employees differ at a significance level of 0.05. However, there is a positive and significant relationship between these factors, with person-organization fit having a positive and significant effect on job satisfaction.

**Keywords:** X and Y Generations, Perception of Work Value, Person Organization Fit, Job Satisfaction,

**Authors**

Full Name	Author contribution roles	Contribution rate
<b>Yunus Doğan:</b>	Conceptualism, Methodology, Formal Analysis, Investigation, Resources, Writing - Original Draft, Writing - Review & Editing, Supervision	50%
<b>Lütfi Buyruk:</b>	Software, Validation, Data Curation, Visualization, Project administration, Funding acquisition	50%

**Author statement:** Author(s) declare(s) that All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards. **Declaration of Conflicting Interests:** The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article

**Ethics Committee Satatement:** Ethics committee report is available for this research and it has been documented to the journal

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