

INVESTIGATING THE INCONGRUENCE BETWEEN ORGANIZATIONS AND GENERATION Z EMPLOYEES' EXPECTATIONS: PERSPECTIVES OF HUMAN RESOURCES MANAGERS IN THE SRI LANKAN IT INDUSTRY

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1. Introduction

There is an ongoing discourse among researchers and practitioners regarding the uniqueness of Generation Z employees. Despite the growing preference for and representation of Generation Z (Gen Z) employees in organizations, there is a scarcity of scientific investigations that have examined their uniqueness and the resulting mismatches experienced by organizations in managing Gen Z employees in both global and Sri Lankan contexts. To address this knowledge gap, the researchers were motivated to investigate the perceived value mismatches between Gen Z employees and organizations.

2. Research Methodology

The study utilized a qualitative methodology, following an inductive approach with an exploratory design. Data were collected through semi-structured interviews with ten human resources managers selected using a convenience sampling technique from the IT industry in Sri Lanka. Thematic analysis was employed to analyze the data.

3. Findings and Discussion

This study identified three main themes that reveal the nature and mismatches perceived by HR managers regarding Generation Z employees. Firstly, organizations anticipate that Gen Z employees will adhere to existing rules, procedures, and methods, whereas Gen Z employees expect independence. Secondly, while organizations prefer steadiness, Gen Z employees prefer rapidity. Finally, while organizations expect employees to prioritize organizational prominence, Gen Z employees emphasize personal prominence.

4. Conclusion and Implications

This study concludes that Gen Z employees have a distinct set of expectations, rendering them unique. It implies to practitioners the necessity of understanding the uniqueness of Gen Z employees to manage them effectively.

Keywords: Employer-Employee mismatch, Generational differences, Gen Z employees.