

Retention of Generation-Z in Information Communication Technology Sector of Sri Lanka: A Conceptual Paper

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Abstract: The global expectation is that millennials and generation Z will take the stake of 75% of the workplace population by 2025. In addition, concurrently, Sri Lanka put its prospect on the ICT industry to be one of the major employers for the country. Presently, the industry has created 95,000 breadwinners. Still, the industry was hit with very high employee turnover ratio as per the department of statistics Sri Lanka. So, it is conspicuous that the industry is in a dilemma to retain its employees. Moreover, there are very little researches have been done on the gen-z work behaviours in the ICT sector of Sri Lanka where would be one of the biggest employers for gen-z digital natives who born after 1997 in Sri Lanka. Therefore, the objective of this paper to construct conceptual framework that address on the research problem that to find out the expectations of the gen-z in Sri Lankan context to improve the motivation of Gen-Zs' in-order to reduce the employee turnover in ICT industry through the literature review which has been predominately used journal articles from-1991-to-2019 in emerald platform. Literature has found that crucial 5 holistically independent constructs that significantly positive correlation to reduce employee turnover in the ICT sector. Therefore, it has emphasized that there is a research gap to fill-up through the future research that based on this conceptual framework with enhancing the reliability by incorporating with the real-world simulation through pragmatic worldview research approach with a research design using the explanatory sequential method as a recommendation for future work.

Keywords: *Resonant Leadership, Generation-Z, Employee Turnover, Industry 4.0, Organization Behaviour*

Introduction

Sony Walkman, the first portable cassette player in the world, released in 1979 when millennials just started to born into the world. From 1987 to 1997, the height of the Walkman's popularity had its peak (Haire, 2009). According to Haire (2009), that has changed the behaviours of the metropolitans around

the world drastically to be healthier where they walked for exercise increased by 30%. Nevertheless, Walkman failed to grab the attention from late millennials and generation-z because it did not notice the new generational concerns as a first mover. In 2001, Apple Inc. released a game-changing I-Pod as worlds the first sophisticated digital mead player. I-Pod stole the batten of the leader in the music player industry from Sony. It has finally cost to discontinuation of the Walkman



as a brand. Interestingly, not like Sony, Apple has keep-on upgrading the technology of I-pod to iPhone. That identification of behavioural changes and the market changes promptly had given the license on Apple Inc. to be the most valuable company of the present world (Feiner, 2019). By referring the behaviours of Sony and Apple, as leaders of Volatility, Uncertainty, Complexity and Ambiguity (VUCA) world, need to fine-tune the organizational behaviour time to time to keep up the competitiveness of the organization at the marketplace by delivering new goods and services to tackle the effect of the generational shift (Ben-Hur & Ringwood, 2017).

Generation-Z

World of work has been more diversified than ever when compared with past centuries and 21st century. By 2020, five generations as per the (Table 1), will be worked beside one another (Meister & Willyerd, 2010). And that will irrupt the confects between the different generations based on their different attitudes, ideologies and believes on specific aspects such as feminism and rainbow movements (LGBT rights) to make solutions to address the customers' needs and wants in product or service nature (Randstad Holding, 2018).

Table 01: Working Generations of the Present World

Name of the Generation	Classification
Traditionalists	Born 1900-1945
Boomers	Born 1946 – 1964
Gen X	Born 1965-1976
Millennials	Born 1977-1997
Gen Z	Born after 1997

Source: Randstad North America Inc, (2019)

What attitudes work ethics, personalities can be expected to encounter in the next five years? With such generational mixture, management is vital to keep harmony within the workforce. Ensuring everyone feels valued encourage respect and communication at every level each generation bring something different to the table and using their uniqueness to the advantage of the business is paramount to drive of success (Morgan, 2014)

Generation Z (Gen-Z) can be more tech-savvy than any other generation who are in the workplace. Moreover, Five Years from now, generation Z would make up 10% of the workforce population (Randstad Holding, 2018). Even more, their thinking patterns have changed due to the technological advancements with industry 4.0 (Table 2)

Table 02: New Technological Innovative Trends

Sector	Trend
Communication	5G – high speed data transfer with low operational cost
Transportation	Low budget or affordable Air transportation
Computer Science	Artificial intelligence with new algorithms coding and faster processing speed
Lifestyle	Lab grown meat from vegetable proteins
Medical	3D printers for create new bones and implant into humans

Source: Author, 2019

Therefore, as a leader need to consider these developments very seriously when it comes to managing the future workforce who would amalgamate with

these technological disruptions with related to the gen-z employees' expectations. Generation Z workers are likely to work at flexible work environment where they can work anytime and anywhere (Randstad Holding, 2018). At the same time, be able to shape and define their career paths instead of having them predefined for them (Ben-Hur & Ringwood, 2017). Workplace setting and policies need to be set to encourage share information in reliable and openly manner (Morgan, 2014). With a managerless atmosphere where have the opportunity to become leaders without having to be managers and to make more intrapreneurial attitudes to grow as one kind of a flatter hierarchy (Morgan, 2014). Collaborate and communicate in new ways like snap chat, WhatsApp to grove the ideas speedy manner with building innovative culture though the democratizing learning techniques like you tubing or reverse mentoring (Sarker, Xiao, & Ahuja, 2012).

Moreover, like to work as globally distributed manner with a greater diversity of people with good mobility options were like to share the co-working space or to be a digital nomad person and work as a freelancer with service agreements (Meister & Willyerd, 2010). Primarily they wanted to have good real-time reviews on their work and commitments through the gamification technologies or the communication via skype on face-to-face nature (Bhattacharyya, Jena, & Pradhan, 2018). This shows how to deviate the requirements that they wanted to have as an employee in the new world. Therefore, this would be the biggest problem that has to face as a future leader

to retain employees who never know how hard the life without the technology.

According to the Deloitte LLC (2017) reported that most of the leaders or higher management of the organizations irrespective to the which industry, they are very much reluctant to take actions to improve the mental health of the employees because most of those top-ranking officials believe that most of the mental health issues are developed due to the issues related with personal cognitive level rather than based on the workplace practices. Concurrently, even managers from Sri Lankan organizations believe in the same sort of perception as the rest of the world (Wickramasinghe, 2016). Because organizations are thinking that money is the most impactful instrument that can keep the employees more engaged over their responsibility inserted of the other motivational tools that cognitively required human to be happier and stress-free. Therefore, most of the employers are keep-on increasing the price for the work in IT industry. Still, that strategy is questionable to declare as successful or not because when it comes to Sri Lanka, which has more economically underprivileged population who are, still live below the poverty line (Department of Census and Statistics - Sri Lanka, 2017).

Therefore, this strategy could be right till that employee is in poverty, thus once economically and financially stable that persons' dynamics could be diversified, from that instant this strategy become irrelevant to keep the person happy (Storey, 1992). Therefore, it is required to have some sustainable stress-relieving tools that are addressing the requirements of the generation-z

employees' necessities to make work-life balance.

Specifically, this paper explores to find out modifications for the HRM practices are very much relevant to the present dynamic business environment to sustain the employees from the Generation-Zers. Since many researchers have evaluated the factors that affect employees to exist from their current workplace; nonetheless limited researchers have completed their explorations on modification and factors that could have influenced over the employees to stay longer time at their present organizations (Klepper, 2017; Vatcharasirisook, 2011).

Literature Review

Employee Turnover

As a leader need to understand, the employee turnover is not just a problem of the human resources department (Conerly, 2018). Because human resource cost can be considered as tip of the iceberg where costs include, (1) talent onboarding (adverting, resumes reviewing and interviews arranging), (2) talent development (orientation training and enrolling in benefits programs) and (3) talent off-boarding (processing of the termination and exit interview arrangement) (Balsam, Gifford, & Kim, 2007). But rest of the iceberg will appear after the employee left and will last till recruit get the proper level of efficiency that showed by the employee who left (Szilagyi & Wallace, 1990). Until recruit land and stable, the workload will oversee by different employees, redirecting them from their regular work or taking overtime or not cover-up till recruit comes (Balsam, Gifford, & Kim, 2007). Once the integration has proceeded with the newcomer, there will

be an induction by the line manager. Peers will have to guide by rectifying and answering questions, sacrificing their efficiency (Caldwell & Peters, 2018). All those activities and time will be too costly as an entry-level position accumulating over at 50% of salary, mid-level at 125% of salary, and senior executive position over 200% of salary (Allen, 2010). According to Sunoo (1998), in the USA at that time, total employee turnover cost per employee resignation diverge over \$10,000. This turnover cost incurred due to the behaviours as per the (Fig 1). Therefore, as a leader, knowing the turnover cost is essential when interact and improve the satisfaction, motivation and productivity of employees (Porter, Riesenmy, & Fields, 2016).

Figure 01: Disobedient Practice of Leader or Management

1. Communicate in an orderly manner
2. No frequent feedbacks
3. Assigning too much work with limited time
4. Pressurizing or penalizing on small matters without considering the reason behind that
5. Not adequate time for the employee grievances
6. Unreliable training and career development for employees
7. Unsuitable rewards or incentive or recognition on extra mile performances of employees

Source: Rajapaksha (2015)

Employee Motivation and Satisfaction

According to Pinder (2008), "Work Motivation is set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behaviour and to determine its behaviour, and to determine its from the direction, intensity, and duration". It can also be interpreted as a process used to encourage and inspire workers to perform their jobs thoroughly and well (Mishra, 2017). Therefore, majority of the scholars referred motivation is the key to success in any organization (Mishra, 2017; Porter, Riesenmy, & Fields, 2016; Borman, Ilgen, & Klimoski, 2003). Because motivation is significant for organizations to comprehend and to structure the workplace to energize on productive behaviours and demoralize that are

unproductive to achieve the organization goals (Huang, Iun, Liu, & Gong, 2010).

As per the industrial psychological prospect, motivation is comprised of 3 forces, such as (1) Arousal (commence action that incited by an individual's needs and wants (Weyland, 2011), (2) Direction (the way employees reach to achieve objectives they fix for themselves (Pinder, 2008) and (3) Intensity (vigour and measure of vitality workers put into accomplishing objective dependent on the significance and complication of the purpose (Mishra, 2017). Therefore, different theories have been developed in the 19th and 20th century to enhance the motivation of the employees to work on behalf of the organizations' betterment with accomplishing the satisfaction of life. Following (Table 3) has summarized the critical theories addressed on motivation to satisfy.

Table 03: Summary of Motivation Theories

Theory	Theorist	Basis For Motivation
Need Hierarchy	Maslow	Five levels of unfulfilled needs
Two Factor	Herzberg	Two categories of needs
Reinforcement	Skinner	Rewards and punishments
Expectancy	Vroom	Expectations for desired outcomes and valences of those outcomes
Justice-Equity	Adams	The perceived unfairness of rewards in relation to inputs
Distributive & Procedural Justice	No one person	Fairness with which rewards are distributed and procedures for distribution.
Self-Efficacy	Bandura	Feelings of competence
Goal Setting	Locke	Individual goals if accepted
Control Theory	Klein	Feedback toward goals
Action Theory	Hacker	Goals leading to plans leading to actions, modified by feedback

Source: Author, 2019

Justice and Fairness System

Justice & fairness have used to symbolize the relationship between the supervisors and subordinates of the organization (Conte & Landy, 2019). That will prompt to generate trust between an organization and its employees where how they should act on

some forthcoming circumstance (Colquitt & Zipay, 2014). Therefore, it comprises considerations of organizational procedures, outcomes, & interpersonal interactions as per the following (Fig 2) to accomplish fairness prospect in the mind of the employee (Landy & Conte, 2016).

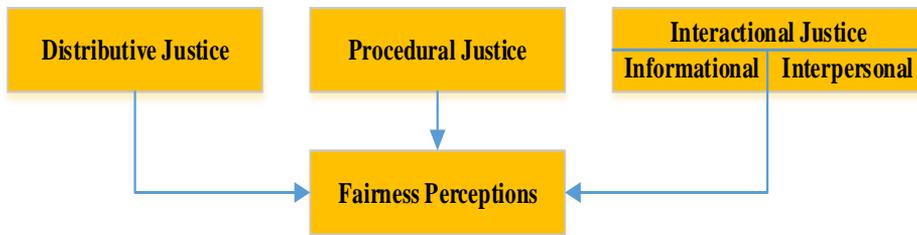


Figure 02: Types of Justice
Source: Land & Conte, (2016)

Indeed, the area is rich with literature, therefore, researchers draw on various models and theories to comprehend and predetermination of ramifications

meticulously. Those incorporated theories have focused on uncertainty as below (Table 4).

Table 04: Different Theoretical Perspectives on the Experience of Justice and Fairness

Theories	Uncertainty about	Mediators found	Behaviors found	Theorists	Years
Social exchange theory	Trustworthiness	Social exchange	Reciprocation	Blau	1964
Fairness heuristic theory	Trustworthiness	Group mode	Cooperation	Lind & Van den Bos	2001
Relational model / group engagement model	Status	Identification	Engagement	Tyler & Blader / Tyler & Lind	2003 / 1992
Fairness theory/	Morality	Moral emotions	Moral emotion-	Folger / Folger &	2001 / 2001

deonance theory			driven behavior	Cropanza no	
Affective events theory	Goal progress	Emotions	Emotion-driven behavior	Weiss & Cropanza no	1996
Uncertainty Management theory	Anything	Negative emotions	Negative emotion-driven behavior	Lind & Van den Bos	2002

Source: Author, 2019

Teams and Groups

Hackman (1987), stated that the working group or team who stand to execute the organizationally admissible function to attain common goals in synergistically. With the recent dynamic changes in technologies and societies, create a pivotal role for the groups' mentality to deliver success for the organization

(Bergdahl, 2018). Schachter (1951), identified the great relationship between cohesiveness of group, induction and productivity. Therefore, cohesiveness is the most vital factor where it refers to a degree of ability to think and act as one (Robbins & Judge, 2012). Szilagyi and Wallace (1990), found out the key guanos to spread success of the group cohesiveness as per the below Table 05.

Table 05: Factors that Increase and Decrease Group Cohesiveness

Factors that Improve the Team Cohesiveness	Factors that Decrease the Team Cohesiveness
Agreement on team goals	Disagreement over the team goals
Frequency of interaction	Large team size
Personal attractiveness	Unpleasant experience
Intergroup competition	Intragroup competition
Favorable evaluation	Domination by one or more members

Source: Szilagyi & Wallace, (1990)

Performance Management

In, performance management is about, adjusting and enhancing the employees' work practices and results with the organization's objectives (Dobre, 2013). Moreover, this subject is susceptible on employees' motivation; hence, this is mostly about the employees' rewards (money and benefits) in-relation to the endeavour that they executed (Sarangi &

Shah, 2015). According to the revised Campbell's model (2012), emphasized 8 primary substantive factors of personal performance in a work role are affirmed in Table 06. Moreover, scholars have accentuated that technology must inculcate on performance management like usage of gamification to

rate employees conventional manner (Bhattacharyya, Jena, & Pradhan, 2018).

Table 06: Factors of Personal Performance in a Work Role

Job specific task proficiency
Non-job-specific task proficiency
Written and oral communication task proficiency
Demonstrating effort
Maintaining personal discipline
Facilitating peer and team performance
Supervision/leadership
Management/administration

Source: Campbell, (2012)

Training and Development

Training can be seen as an expert engaged with learners to transfer certain areas of knowledge or skills to enhance their current jobs (Russell, 2016). According to Raguseo et al. (2016), defined development is an extensive, continuous multi-faceted arrangement of exercises to bring somebody or an entity up to another edge of attainment, frequently to function out some occupation or new job later on. This process is one of the core processes that will help to motivate people to engage in their work at workplaces without searching for new places to move on (Newman & Newman, 2015). Therefore, past scholars have worked on developing effective training programs as per the below Table 07 to improve the productivity of the employees (Borman, Peterson, & Russell, 1992).

Table 07: Advantages of Eight Training Methods

Method	Advantage
Audiovisual instruction	Can train many works at one go
Auto instruction	Individualized and instant feedback to trainees
Conference	Higher-level trainees and allows for feedback
Lecture	Economically good information passing easy method
Modeling	High level of feedback to practice more new skills
On-the-job training	High level of information transformation about the actual job
Simulation	High level of feedback to practice more new skills
Role play	High level of feedback to practice more new skills

Source: Borman, Peterson, & Russell, (1992)

Job Stress

According to Wickramasinghe (2016), job stress is commonly characterized as an employee’s reaction of job-related tension, frustration, hardness, exhaustion, anxiety, emotional, distress, and worry. The literature further gives

proof that one of the negative results of prolonged disclosure to job stress is the absence of career commitment (Cooper, 2005). Kain and Jex (2010) stated that, as per the Karasek's job demands-control model is that oversight and buffer the impact of career demands on pressure

and can guide to intensify workers' job satisfaction with the opportunities to employ in confrontation circumstances and acquire advanced skills. That progress in all areas of life that will lead to making them happy (Lim, 2012). Happier employees think better to create better and work better, so the emotional composure of your workforce can make or break your organization. As per Daniel Sgroi (2015) found that employees happiness leads to a 12% increase in productivity while unhappy employees confirm to 10% fewer productive.

Organization Productivity

Organization productivity can be defined, in terms of the organization, how much desired output delivered with optimizing the expenditure on inputs (Jinadasa & Wickramasinghe, 2005) In case of the employee turnover, higher productivity leads to erasing the doubtfulness mind-set of employees regarding the organization future and competitiveness in the market (Sgroi, 2015). Therefore, employee commitment will depend on the productivity of the organization (Sawithri, Nishanthi, & Amarasinghe, 2017).

Industry 4.0 Concepts

According to the World Economic Forum (2019), the fourth Industrial Revolution (4thIR) or Industry 4.0 represents a fundamental change in the way we live, work, and relate to one another. Industry 4.0 is mainly based on the concepts and technologies like cyber-physical systems (CPS), internet of things (IoT), big data, smart factory, self-organization algorithmic management, artificial intelligence (AI), 3D printing, smart robots, quantum computing,

alternative forms of energy technology, nanotechnology, and biotechnology (Ning & Liu, 2015; Heiner, et al., 2014). Industry 4.0 has been driven world to re-examine on how should grow, how business can make value and how it should be to be humankind (Deloitte Ltd, 2018). This revolution would not just have changed the way of the business life but also reshape the daily life of the common man of the world (Porter, Riesenmy, & Fields, 2016)

Sri Lanka Information Communication Technology Industry

In other hand, by keeping aside on all those facts that are discussed above, when it comes to the Sri Lankan context from the world, Sri Lanka technology disruptions are integrating in a slower phase compare to the other countries even within the South Asian region due to the smaller market size and less literacy rate on the computer and technology as a country. But that statement not valid at all to the one industry sector in Sri Lanka which is called Information Communication Technology (ICT) organizations which are offering services to overseas or inland companies to create their enterprise operating system. ICT organizations must have to alter and update their offering services inline to the technology disruption as a key market surveillance factor (Wickramasinghe & Kumara, 2010). Moreover, ICT organizations are the employer for the new IT graduates coming out from the universities; therefore, they should have a place some mechanism to motivate and retain those limited graduates who are coming from

the almost from the generalization-z squadron of Sri Lankan context.

Conceptual Framework

As per the below conceptual framework (Figure 03), there are eight main

constructs and nine hypotheses that are stimulated based on the information that was gathered through the literature review. Therefore, the propositions / hypotheses based on the proposed conceptual framework are as below (Table 08).

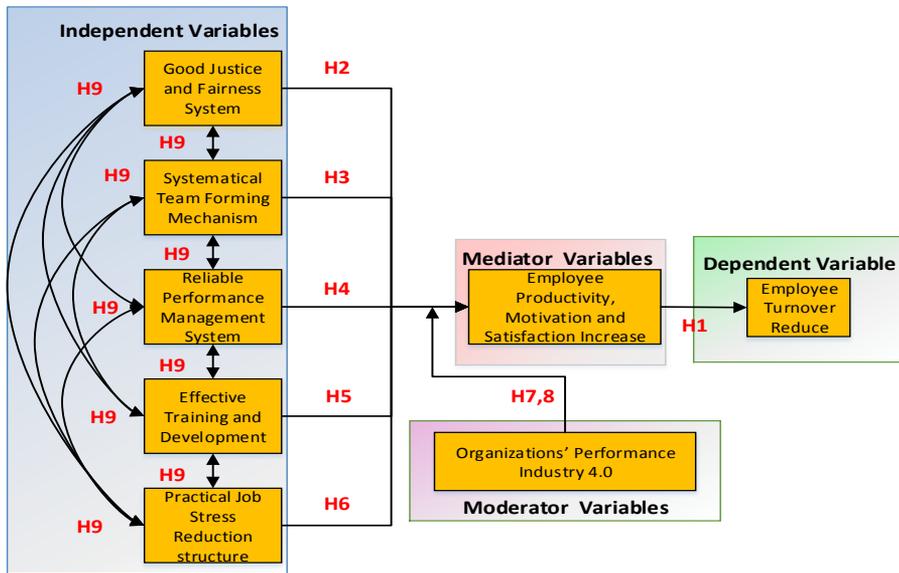


Figure 03: Conceptual Framework
Source: Author, 2019

Table 08: Hypotheses of the Study

Hypotheses	Description
H1	Healthy, employee productivity, motivation, and satisfaction will be significantly positively related to the reduction of employee turnover.
H2	Equal justices and fairness management system significantly positively related to healthy, employees' job productivity, motivation, and satisfaction.
H3	Efficient and systematical team and grouping method significantly positively related to healthy, employees' job productivity, motivation, and satisfaction.
H4	Logical and efficient performance management system significantly positively related to healthy, employees' job productivity, motivation, and satisfaction.

Hypotheses	Description
H5	Relevant and up-to-date training and development procedure significantly positively related to healthy, employees’ job productivity, motivation, and satisfaction.
H6	Proper leadership attributes and efficient mechanism to reduce job stress significantly positively related to healthy, employees’ job productivity, motivation, and satisfaction.
H7	Organization productivity will moderate the relationship between independent, dependent and mediator variables
H8	Industry 4.0 will moderate the relationship between independent, dependent and mediator variables.
H9	All independent variables are significantly positively interconnected with each other.

Source: Author, 2019

As final understanding from the conceptual framework can be shown as that these independent and inter-connected constructs will be the key areas that need to adjust according to the mindset of the generation-z by amending accordance with moderating to keep-up with organization productivity and industry 4.0 attributes to meet the mediators effect in employees mind to reduce the employee turnover of the ICT industry in Sri Lanka.

Conclusion

In merely, as the leaders already in a dilemma to retain the employees or service providing personals because the methods that used presently to motivate employees to retain are questionable and not much effective due to the high employee turnover tendency all over the world. Because most of the time leaders

or top management never look at from the basic facts that are very influential in employee motivation as we discussed in this paper.

However, the situation going to be a deadlock worsen myopia where leaders are almost unaware of managing the new gen-z workforce. Because leader barely managing and his or her current employees who are born in the almost same generation where leader born which are considered Pre-Industry 4.0 generations. Therefore, when it comes to the gen-z topic, most of the leaders entirely in a dark vision over the decision making on how to manage the new gen-z people to retain. Therefore, this paper, try to give some insight to tackle high employee turnover by focusing on five main areas as per the conceptual framework, those suit to ICT sector companies in industry 4.0 era.

Table 09: Explanatory Sequential Mixed Method Detail Design

Phase	Procedure	Product
Quantitative Data Collection	Cross Selection Survey	Numeric data
Quantitative Data Analysis	Use of descriptive and inferential Statistics	Meaningful measures
Connecting Quantitative and Qualitative Phase	Selection of participants purposefully and interview question development	Interview protocol
Qualitative Data Collection	In-depth interview	Textual data
Qualitative Data Analysis	Coding and thematic analysis Theme development cross thematic analysis	Code and themes similar and different themes and categories cross thematic matrix
Integration of the Quantitative and Qualitative Results	Interpretation and explanation of the quantitative and qualitative results	Discussion implication future research

Source : Subedi (2016)

Further empirical and practicable researches with the real-world simulation through pragmatic worldwide research

Table 09). Especially in this method, quantitative data and results provide a broader image or description of the research problem; more analysis, specifically though qualitative data collection is needed to clarify, broaden or justify the broad image or description (Subedi, 2016).

approach with the research design using the explanatory sequential method as per the (

Therefore, this conceptual framework that has been developed through the literature review of this paper to increase the retention of employees to enhance the utilization of the world resources that are limited and finit.

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