

Potential Barriers for Generation Y Employees to Become Corporate Leaders in Sri Lanka

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Abstract: This qualitative phenomenological study examines potential barriers for Generation Y employees to become corporate leaders in Sri Lankan context. Twelve participants holding management roles or seeking leadership from both Generation Y and other generation's advancement in industrial, agricultural, and service sector were interviewed to assess their perspectives regarding the barriers for Generation Y future leaders. Seven major themes on Research question 2 (*What are the reasons, if any, to create leadership gap and barriers for Gen Y to become corporate leaders in Sri Lanka?*) were emerged: i. Lack of opportunities; ii. Rigid organizational cultures; iii. Lack of understanding of the generational differences; iv. Vertical organizational structure; v. Lack of soft skills in Generation Y; vi. Lack of ideal leadership personalities in recent pass; vii. Youth massacres happen in 87/89 period and civil war. Other common themes that emerged from the study in the Research question 3 (*How to overcome barriers for Gen Y to become corporate leaders and changes to be done at corporate level?*) include: i. creating more opportunities for leadership; ii. Developing soft skills through continuous professional development; iii. Changing the government legislations; iv. Making horizontal organizational structures; v. Mentoring and motivation; vi. Entrepreneurial orientation. Results of this study may prove useful to future Generation Y individuals aspiring to hold leadership roles involving management of a multiple-generation workforce. Organizations may find the outcomes of the study beneficial in their continuing efforts to cultivate and develop Generation Y leaders and create more opportunities for Generation Y. This paper suggests that corporate sector of Sri Lanka should more focus on facilitating to the Generation Y leaders to be success in future. Further these highlights the value of understanding about the generational characteristics and suggest to focus on the topics related to the generational leadership in corporate sector Sri Lanka in future researchers.

Keywords: *Generation Y, Generational Characteristics, Leadership Challenges, Motivation, Multi-Generational Work Force*

Background of the Study

21st century brings many challenges to the world. Corporate sector in each country has to face different challenges in organizational level. Management of the multi-generational workforce is one of the key challenges that organizations faced on the way to achieve their organizational goals and objectives. Some countries had already predetermined the problem and

have done the required changes in their corporate work force.

The time periods of generations are not set in stone for all research studies. The criteria for when a generation begins and ends relate both to historical events and the generations that follow. Managing generational differences in the workforce has become a topic of increasing interest

specially researchers over the last few decades.

The current workforce in Sri Lanka, especially in corporate sector is more diverse than previous due to several factors like ending civil war, educational reforms, and technological advancements. Technological advancements will effect on the organizations to meet their goals and will push to address multi-generational skill levels and expertise within the workforce, as well as promote the development of future Generation Y leaders because they will shape and lead the goals and objectives of organizations in the future (Cortellazzo, Bruni, & Zampieri, 2019).

Problem Statement

When it comes to the corporate leadership in Sri Lankan context, that generational population figures are not been reflected. In most of the organizations do not review their organizational structures to match with the current generational statics. It has direct effect on generational leadership development. In Road Development Authority, it runs with the shortage of qualified persons for key posts (Audit report of RDA, 2015, Section 4.6. iii). According to that there were 710 vacancies in 12 posts and 1080 excesses in 08 other posts. It clearly figures out the generational leadership issues in the organizational level.

LMD's 2018 A-Listers ages ranging from the early 40s to the late 80s. It means there is no significant contribution from the Generation Y corporate category for the corporate leadership in Sri Lanka because Generation Ys are 38-18 years old in that time. SLEN is the official monthly digital magazine of Institute of Engineering Sri Lanka. In its fifty issues, Rathnayake, 2021 state that younger generation of engineers are getting really frustrated with some of the older ones who are clinging

on to archaic ideas and resisting changes - without accommodating the needs of the younger generation. It is very clear that, there is a gap for Generation Y leadership in both private as well as government corporate sector in Sri Lankan context. There is no more literature evidence on Generation Y of corporate sector in Sri Lanka. But I believe barriers for leadership is not limited to corporate sector; it has sprayed to all sector and societies in Sri Lanka. Therefore, clear examples can be collected through some election results in past few parliamentary elections. With these facts, it is apparent to have barriers in the leadership journey of Generation Y leaders.

Research Questions

As a developing nation, it should need to identify the strength as well as weaknesses of the key generations in the corporate sector to achieve the corporate goals. However, that many of the leadership characteristics captured by the US based literature to describe these Generation Y may not apply to the same generation living in other parts of the globe (Turnbull & Williams, 2015). This led to the development of the research questions for this study:

1. What are the most important leadership characteristics emerging with Generation Y employees in Sri Lankan corporate sector?
2. What are the reasons, if any, to create leadership gap and barriers for Generation Y to become corporate leaders in Sri Lanka?
3. How to overcome barriers for Generation Y to become corporate leaders and changes to be done at corporate level?

Research Objectives

The research objectives of the study are shown below.

1. To identify the most important leadership characteristics emerging with Generation Y employees in Sri Lankan corporate sector.
2. To explore the reasons, if any, to create leadership gap and barriers for Generation Y to become corporate leaders in Sri Lanka.
3. To identify the ways to overcome barriers for Generation Y to become corporate leaders and changes to be done at corporate level.

Significance of the Study

This study is important because the focus of this study which is barriers for Generation Y to become corporate leaders in Sri Lanka has not been fully or exclusively studied.

- Personal desire to explore the reasons for lack of young leadership among Sri Lankan society.

The motivation to conduct this research is the author's personal interest on young leadership vacuum in Sri Lanka today. This interest was further enhanced by the experienced gained by been as an elected council member in professional institutions and been as a selected representative member for professional organizations and unions in last ten-years professional carrier. While seeking barriers for Generation Y employees to become corporate leaders as the subject of study, the author was in a discussion with the Principal Supervisor about the importance of creating opportunities for the new generations to become leaders in the society.

- International and national interest towards young world

Due to the many criticisms against young leadership at the national and corporate level, Generation Y leadership has

attracted more attention in recent years, especially in major global economic development. As a result, more attention is now focused on the Generation Y leadership in corporate sector in terms of organizational achievements in recent past. Now the world is dominant by the new technological inventions and innovations. Among the work force, Generation Y grew up in a high technology world with access to mobile devices and the internet at their fingertips giving them instant gratification and connection to the outside world (Li, 2022). So, it has created a huge difference about the technology usage between generations in society. Therefore, there should be enough opportunities for Generation Y to perform their skills in the corporate sector.

However, corporate Generation Y leadership is still considered as a relatively new research area for research study due to few available papers.

- Need to identify best ways to deal Generation Y leaders to achieve corporate goals.

Generation Y will emerge as the most entrepreneurial generation ever in the next decade. (Hewitt & Ukpere, 2012) also they are the most educated, technologically sophisticated generation ever tracked (Bogosian & Rousseau, 2017). Therefore, identification of the characteristics of that generation is much more important in many ways. This study will provide guidance to identify the important factors related to identify the way to deal with Generation Y corporate leaders. In the Sri Lankan context, as a developing nation it has had to face many complex social and economic challenges, such as human development needs and the implications of 30 years of civil war, as well as young professional migration. Organizational leaders working within a complex market like Sri Lanka need to focus on development of leadership skills among the new generations in the work force. With this aspect in mind, this study

aimed to find out the potential barriers for Generation Y employees to become corporate leaders in Sri Lanka. Therefore, the findings of this study are beneficial for Generation Y employees to identify and reduce their potential barriers to become corporate leaders.

Literature Review

Multi-generational Work Force

In the study by Kruas, (2017) collective group of people born and raised in a similar location and experienced similar social, cultural, and historical experiences will share common experiences that influence their thoughts and behavior have called as a generational group, also referred as cohort. This argument was reflected by Smola and Sutton (2002), who described a generational group as a group of people who are born in the same

time span and share the same historical and social life events and life experiences. Therefore, people of the same generation may experience the world in similar ways and share common values and views (Patterson, 2007; Smola & Sutton, 2002). Since different generations are working together in workforce, it is important to continue study about leadership behavior of different generations (Al-Asfour & Lattau, 2014). Considering many studies, the time periods of generations are not set in stone for many different researchers, but for the purpose of this argument, however, the time periods that will be used for each of the four generations that I am considering in this study as follows:

Baby Boomer Generation (1946-1964)

Generation X (1965- 1980)

Generation Y (Generation Y) (1981-2000)

Generation Z (2001+)

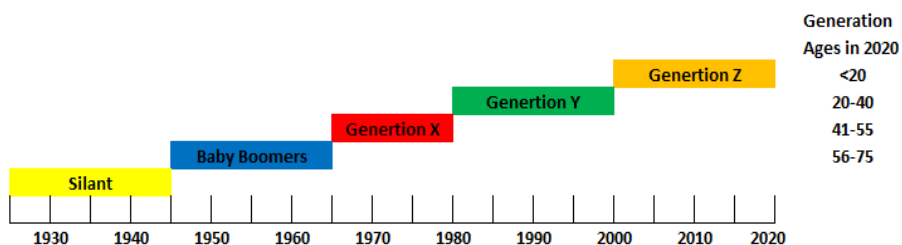


Figure 1: Generation and Ages of Sri Lanka

Source: (Ranaweera & Dharmasiri, 2019)

Generation Y, its characteristics and challenges for leadership

In global context many studies have been done on this even prior Generation Y entered to the work force. Most of them have realized that they are a new generation with a different character from previous generations. Generation Y is viewed as being optimistic, extremely goal-oriented, collaborating on multiple levels and always willing to get used to the new technology. In global context, they

have developed and maintained their own cultures and customs while being integrated with a global society. Since globalization affords this generation with more opportunities, they need to be more competitive and more adaptable because of international competition (Ranaweera, Dharmasiri, 2019). The environment and challenges are different and so this generation must do things in a different way (Hewitt and Wilfred, 2012). In the Sri Lankan context, especially the professionals, who are in their early 30s or

20s do resemble the characteristic traits of millennial with their tech-savvy nature (Ranaweera & Dharmasiri, 2019).

Generation Y Leadership Challenges and Barriers

As highlighted previously, in global context, many countries have addressed this Generation Y leadership issues prior to open. That's why U.S. Department of Commerce did that proposal. General idea of that is to cater and get retained the Generation Y in the work force and to continue the corporate achievements.

In Sri Lankan context, still the regulatory environments of the work force leading systems are not aligned with above changes, and it creates the leadership vacuum in the work force. In government sector most of the professional organizations still have vertical organizational structures as mentioned early in previous chapter. Sumanasiri, (2016) stated that in Sri Lanka, little attention has been paid to exploring leadership behaviors of Generation Y that enable change are important for an organization, especially when the leadership has identified change as an essential component of sustainability. Speaking as a Millennial myself, I often see articles about the characteristics, skills, and attitudes of my generation, offering no support for our accomplishments, no solutions to our failures and no opportunities for the leadership (Troksa, 2016). My experience is that always there are discussions about the leadership movements but never think about the pragmatic plans to create more opportunities for the future leadership and it leads me to study on this.

Methodology

Introduction

As mentioned, the thematic analysis was used for the data analysis, and the following steps were carried out,

- Familiarized the data with transcript the interview data.
- Then they are organized with relevant research questions against the interviewee.
- Create an initial code with referring the interviewees' responses against the research questions.
- Sort the codes into potential themes with check the possibilities of various codes combine or some sub-theme introduced.
- Review the themes and merge the themes and if any themes having to lack sufficient data they removed.

The lack of prior narrative studies addressing Generation Y corporate leadership in Sri Lankan context eliminated consideration of the use of a quantitative study. In qualitative approaches, the researcher is the key instrument of data collection, and he can collect data from multiple data sources in words, images or any format. Further he can analysis data inductively, recursively, and interactively. That will help to reflect her or his role, the role of the reader, and the role of the participants in shaping the study giving a holistic view of social phenomena.

Population

A population consists of the total number of people within a group and a population element is targeted as the subject of interest for which measurements are obtained (Ramirez, 2012).

From the population elements, sampling is conducted, and some of the population elements are selected to draw conclusions about the entire population. A qualitative phenomenological study's sample size is normally from 5 to 25 participants, all of whom have experienced the same phenomenon under examination (Ramirez, 2012).

Demographics

Data collected on participants' demographic information included type of industry in which they worked as per above and the type of generation which Generation Y or other.

Type of industry. Of the 20 participants 25% (n = 5) were from the agriculture sector of the corporate sector in Sri Lanka, 50% (n = 10) were from the service sector, and 25% (n = 5) were from industry.

Table1: Employment (2020) (%)

Sector	%	Interviewee %
Agriculture	27.10%	25%
Industry	26.90%	25%
Services	46.00%	50%

Source: Annual Report, CBSL 2020

According to the annual report of central bank and the data from census of population and housing approximately Generation Y: Non-Generation Y ratio is

2:3 in the work force in corporate sector Sri Lanka. Therefore, out of the 20 participants 40% (n = 8) were from the Generation Y and 60% (n = 12) were from Non-Generation Y.

Table 2: Mid-year Population Estimates by Age Group, 2020

Age group	Total	Generation Y
All ages	22156	
0-4	1902	
5-9	1906	
10-14	1788	
15-19	1793	
20-24	1669	8154
25-29	1690	
30-34	1784	
35-39	1,533	
40-44	1478	36%
45-49	1398	
50-54	1326	
55-59	1156	
60-64	996	
65-69	687	
70-74	447	
75-79	307	
80+	296	

Source: Annual Report, CBSL 2020

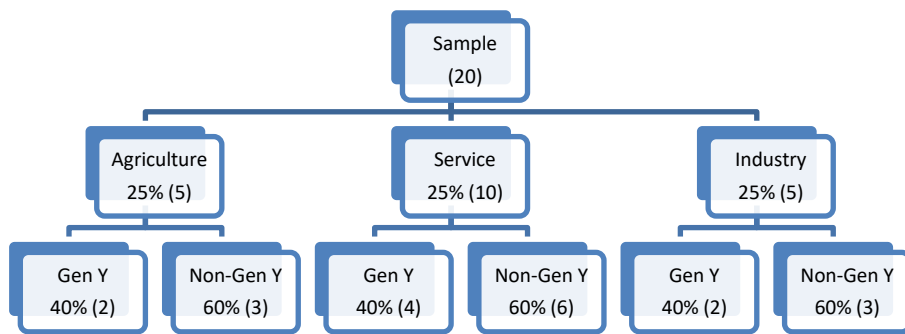


Figure 2: Sample Distribution
(Gen Y represents the Generation Y)

Discussion of Findings

Discussion on Question 1

What are the most important leadership characteristics emerging with Generation Y employees in Sri Lankan corporate sector?

Themes 1: More realistic and optimistic than other generations

This theme is not a new finding because it is consistent with the previous literature (Turnbull, Williams & Sue C, 2015). It mentioned that Generation Y appears to be more idealistic than Gen X, but a little more realistic than Baby Boomers. Further Reynolds, Bush and Short (2008) mentioned that Generation Ys are more realistic than other generations. So, it is clear that Sri Lankan Generation Ys are also optimistic and realistic people as other countries.

Themes 2: Digitally savvy and superior in integrating technology in the workplace.

This is also a known characteristic of Generation Y. It has proved that Generation Ys are more digitally savvy and superior in integrating technology in the workplace. (Turnbull, Williams & Sue

C, 2015; Ramirez 2012). Further, they pointed out that digital technology is redefining communication patterns, and this Generation Y is always easy with technology in learning environment and more willing to integrate technology into workplace. Therefore, this theme is not a new finding, and it is consistent with the previous literature.

Themes 3: Distrustful towards traditional hierarchies and authority

This is a special theme because it was not directly mentioned in the referred literature. But Turnbull, Williams & Sue C (2015) mentioned that Generation Ys are apathetic towards traditional hierarchies and authority. Seven Generation Y mentioned their unhappiness about the traditional hierarchies and authority in the organizations. One stated that, *"I don't know why these traditional authority systems are still used by the existing corporate sector. As I understood, they don't support much to achieve the goals and keep the people with them."* This can be further proved by the following statement *"These old hierarchical systems are not match with our generation. It always demotivates us to do innovative things"* Three Non-Generation Y stated that they have identified that many Generation Ys are unhappy to work with

the traditional hierarchies and authority. In interview 6, the interviewee has stated it as follow, *"Sometimes we had to implement new systems to manage the Gen Y employees due to the different characteristics compare with the old generations."* Therefore, it is a good theme to discuss since it has more familiar with the current corporate sector as per the interviews.

Themes 4: Seek opportunities and expect to move quickly into leadership positions

This is a pre identified characteristic of Generation Y refers to the American base corporate sector Turnbull, Williams & Sue (2015). Further, Rony (2019) stated the same theme refers to the Indonesian corporate sector. It discussed deeply into the leadership styles which implementing after identifying this characteristic. Naim and Lenka (2017) mentioned about the leadership expectation of Generation Y refers to India. Therefore, this theme is not consistent with the previous literature in Sri Lankan context.

Theme 5: Fighting for justice and future of the country.

This is a new finding because this theme is not consistent with the previous literature. This theme was not found in previous literature in Sri Lankan context too. Previous literature discussed about various characteristics refers to innovative leadership of Generation Y. But this is a radical leadership quality and it depend on the condition of the corporate sector performance of the country. As a generation, the cream of the work force, Generation Y of Sri Lanka has the characteristics of fighting for justice and future of the country. In this discussion, it has identified that three themes out of five found from research question one, are consistent with the previous literature.

One is not consistent with the Sri Lankan context and other one is a new finding.

Discussion on Question 2

What are the reasons, if any, to create leadership gap and barriers for Generation Y to become corporate leaders in Sri Lanka?

Theme 1: Lack of opportunities

This theme is consistent with the previous literature Broadbridge (2015), Naim & Lenka (2017), Hewitt & Ukpere (2012). Hence this is not a new finding. Generation Y grow in a rapidly changing environment, and they need opportunities to grow and expand within and outside the organization too. This has clearly stated by Rony (2019). Accordingly, they have already identified the characteristics and many of them has suggested the required changes in the corporate sector that they referred because millennial generation has shown a willingness to change organizations when they see new opportunities that offer a greater chance level than what they are achieving right now (Rony, 2019).

Theme 2: Rigid organizational cultures

This theme is not consistent with the previous literature and not found in previous literature. Hence, this is a new finding. Previous literature which are refers to different areas discussed about changes in the cultures. In Sri Lankan context, as identified here, although the generations in the workforce get changed it is very difficult to change the organizational cultures accordingly. It needs more effort even in a single organization to do it. As per the literature, corporate cultures are open to get change as per the economic situations. But in Sri Lankan context it has not been happen for a long time. Therefore, now it gets

difficult although Generation Y fully entered to the workforce.

Theme 3: Lack of understanding of the generational differences.

This theme is consistent with the previous literature and therefore, this is not a new finding. Generational differences affect everything from recruitment, team building, change, and motivation, maintaining and increasing productivity and it comes as a new challenges Generation Y critically (Hewitt & Ukpere, 2012). Further it stated that leaders of the managing generations should have a proper knowledge about multi-generational workforce and its characteristics.

Theme 4: Vertical organizational structure

This theme is not consistent with the previous literature, and it identified as a common issue in organization in the Sri Lankan corporate sector. There were no researchers have been published to identify the requirements at the early stage but finally this has created a barrier for Generation Y leadership in corporate sector.

Theme 5: Lack of soft skills in Generation Y

This is a new finding related to the Sri Lankan context. As per the literature, corporate sector in the other region has created more opportunities for the soft skill development thus, this is not a barrier for become leaders in the corporate sector.

Theme 6: Lack of ideal leadership personalities in recent past.

This also a new finding and theme is not consistent with the previous literature. Since the total population of the

Generation Y is in the workforce there will be a competition for the leadership. In that sense, as a guidance there should be ideal characters for follow.

As per the interviews, many of Generation Y get failed and disappointed about the available paths for the corporate leadership.

Theme 7: Youth massacre happen in 87/89 period and civil war.

This is also a new finding and theme is not being considered with the previous literature. This has a direct relationship with the previous theme too. Because five Generation Y and two Non-Gen Y interviewees highlighted about a vacuum of ideal leadership characters in the current corporate sector. They mentioned that in both incidents, many of young people with leadership capabilities have lost their lives. So, they believe it created the vacuum for the ideal leadership in corporate sector today.

Discussion on Question 3

How to overcome barriers for Generation Y to become corporate leaders and changes to be done at corporate level?

Theme 1: Creating more opportunities for leadership.

This theme is consistent with the previous literature (Reynolds, Bush and Geist, 2009; Naim & Lenka, 2017). Steven, 2018 stated most of the Generation Y Latina agreed that leaders should provide opportunities for growth, not be afraid to take risks, exude authority, inspire others, and provide constructive feedback. Generation Y employees were willing to get the leadership and additionally, Generation Ys value the opportunity to participate in community. Further, Generation Ys expect meaningful

development opportunities for greater advancement in the leadership ladder (Cruz, 2014). Therefore, this is not a new finding.

Theme 2: Developing soft skills through continuous professional development.

Generation Y employees want to continuously upgrade their knowledge and competencies to stay marketable in talent market (Naim & Lenka, 2017). If an organization offers leadership developmental opportunities to enhance employee competencies, it has a profound influence on the success of the company. This is critical for Generation Y employees who always seeking for the new opportunities. As a result, Generation Y employees will have access to developmental opportunities whereby they can expand their competency levels on leadership through acquisition of knowledge and it will help the organizational success. (Naim & Lenka, 2017). Since this is consistent with the previous literature and therefore, this is not a new finding.

Theme 3: Changing the government legislations.

This is a new finding because there is not any literature found on this theme. Because it's not generalized finding but in the Sri Lankan context it is a requirement to touch the Generation Y corporate leadership. Since the corporate sector govern by the government legislation, they must change with the generational requirements and changes.

Theme 4: Making horizontal organizational structures.

This is a new finding, but it has relationship with the Theme 1. By making horizontal organizational structures, they expect to increase the opportunities for the

leadership. It will increase the second layer of leaders in the corporate sector and Generation Ys will be benefited by having more chances to get a path for the corporate leadership.

Theme 5: Mentoring and motivation.

Reynolds, Bush and Geist, (2009) stated that Generation Ys are really motivated and keen to be involved in the leadership process. Broadbridge (2015), argues that the motivation that attracts, retains, and engages Generation Y employees is quite different from that of previous generations especially in leadership process. Generation Y employees gain exposure to influential members and imitate the behaviors of mentors to learn the effective ways of achieving the leadership goals (Naim & Lenka, 2017). So, this theme is not a new finding since it consistent with the previous literature.

Theme 6: Entrepreneurial orientation

McCrindle, (2002) suggested that a career that allows them the opportunity to continue the entrepreneurial is highly attractive. Further, Entrepreneurial orientation lies in the fact to act alone, to take risks, to be innovative, to be competitively aggressive and to be proactive to become corporate leaders in Sri Lankan context (Hewitt & Ukpere, 2012).

Recommendations/ Practical Implications to HR professionals

Identifying the characteristics of the multi-generational work force is a must and important for the continuous improvement of the corporate sector. GenY will certainly lead to a major change in the world (Rony, 2019). Therefore, the role of Generation Y leadership is very important in influencing creativity and innovation to the corporate sector.

Therefore, researcher would like to give the recommendation for Generation Y employees and corporate sector in Sri Lanka separately.

Recommendation for Generation Y in corporate sector, Sri Lanka

As identified in the research question 1, 2 and 3, although characteristics of the Generation Y are common for all most of the barriers for the Generation Y leadership are not much common for other regions. Therefore, special consideration is required for the Generation Y employees in Sri Lanka. Researcher's recommendation for Generation Y s as follows.

- Identify the characteristics associated with the different generations in the work force and comparative strength which Generation Y have.
- Take the first opportunity that you get for the corporate leadership.
- Make a strong group of Generation Y s to get complete the required changes in the corporate sector Sri Lanka.
- Be self-motivated for leadership.
- Strengthen your innovative thinking.

Recommendations for corporate sector Sri Lanka

To give a better answer for the research questions, corporate sector, Sri Lanka has a key role to play. Success of the future of the corporate sector will depends on the achievements of that organizations should understand generational characteristics of Generation Y employees and tailor their strategies accordingly, creating more opportunities for the skill development on leadership are required. Revisit organizational cultures and structures and make them easy and supportive for Generation Y and finally, close contact with Generation Y workforce because organizations cannot sustain without

answering the typical needs of Generation Y employees in the workforce. This research paper has attempted to bring a new perspective to Generation Y leadership in corporate sector Sri Lanka. But it can be done with more accuracy by researching a wider population of Generation Ys in corporate sector, Sri Lanka via focus groups (qualitative study). Since the presence of leadership vacuum and barriers for the leadership for Generation Y are clear, researchers should more focus on the how to overcome them. Further, changes required for the corporate sector also should considered as a critical topic.

Conclusion

This research study examined the barriers for Generation Y s to become corporate leaders in Sir Lankan corporate sector through the lenses of corporate leaders who are managing multiple generations, by analyzing their feedback of three main research questions. Participants were asked to describe their views on above topics and their perspectives of a multi-generational workforce. The researcher found the themes for each research question and discussed them if they consistent with previous literature or not. The researcher can conclude the research question 1 against the themes as more realistic and optimistic than other generations, digitally savvy and superior in integrating technology in the workplace, distrustful towards traditional hierarchies and authority, seek opportunities and expect to move quickly into leadership positions and fighting for justice and future of the country. Out of five, three themes are consistent with the previous literature after discussing the findings. Hence there are two new findings. Basically, it can argue that most of the findings on question 1 are common and two are special for Sri Lankan corporate sector. The researcher can conclude the research question 2 against

the themes as lack of opportunities, rigid organizational cultures, lack of understanding of the generational differences, vertical organizational structure, lack of soft skills in Generation Y, lack of ideal leadership personalities in recent past and youth massacres happen in 87/89 period and civil war. There were five new findings out of seven themes. Rigid cultures and vertical structures in the organizations are two new findings which are identified as the reasons to create lack of leadership opportunities or leadership gaps in Sri Lankan corporate sector. As per the literatures, in other countries soft skills are a strength of Generation Y. In Sri Lankan context it become a reason to create a leadership vacuum. Theme no 6 and 7 are interconnected. Due to the reason mention in the theme 7 has created an ideal

leadership vacuum in corporate sector Sri Lanka. The researcher can conclude the research question 3 against barriers for Generation Y to become corporate leaders and changes to be done at corporate level and 6 themes were identified which are, creating more opportunities for leadership, developing soft skills through continuous professional development, changing the government legislations, making horizontal organizational structures, mentoring and motivation and entrepreneurial orientation. Four themes are consistent with the previous literature after discussing the findings. Hence there are no new findings on that. So those are common for all Generation Y corporate sectors. But two themes are not consistent with previous literature, hence two are new findings related to the Sri Lankan corporate sector.

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