

Employee Engagement of Millennials in the “New Normal”: A Study of Sri Lankan Professionals

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Abstract

The purpose of this study is to investigate the level of employee engagement demonstrated by millennials during the “new normal” in Sri Lankan workplaces. The research question that underpinned the study was to what degree millennials are engaged in Sri Lankan workplaces in the “new normal”. The study was based on the Generational Theory and the Employee Engagement model. The study which employed a deductive approach under positivism research philosophy had a sample of 250 millennials. The outcome of the study revealed that millennials need to engage themselves in a work setting with physical, mental, and emotional involvement, in order to produce the expected results. Having grown up in a very formal environment, millennials need structure and direction at work to channel their commitment to achieving excellent results. The presence of a multigenerational population presents new challenges to today’s competitive business environment. The formulation and implementation of key employee management strategies in organisations for a resilient revival within a global pandemic will benefit immensely from being cognizant of the expectations of different generations from the perspective of Strategic Human Resource Management (SHRM). Therefore, the present study would help organisations to understand the engagement of working millennials, and whether HR practices need to be changed in order to respond to millennials’ real-life expectations. Finally, the study presents some theoretical and managerial implications along with avenues for future research.

Keywords: Employee engagement, Millennials, New normal, Employee engagement model.

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