

## ABSTRACT

Cross generational workplace tensions are not novel to the workplace. These tensions will always prevail in organisations. Yet, if not managed well, these tensions can lead to conflicts among inter-generations which can have a detrimental impact on organisational functions and ultimate performance.

The purpose of this research is to identify the differences between two generations using the multi generation classification to understand the differences between Generation X and Y (a.k.a millennials) and identify millennial work aspirations and expectations to obtain their optimal work performance. Hence, this research addresses the challenge of managing millennials to obtain the best work performance. The researcher attempts to observe how the moderating impact of "supervisor support" and "co-workers support" as well as "supervisory communication" and "co-worker communication" affect millennials' in role behaviour and their job performance. In the Sri Lankan context, there had not been specific studies pertaining to millennials job performance. Hence, it is expected that this research will contribute to the field of management in better managing millennials to obtain the best job performance at work places.

This is an explanatory study conducted using quantitative data with positivism research philosophy and a deductive approach. The researcher used a questionnaire based survey to gather data from Sri Lankan knowledge workers between the age 20-35. A total of 429 questionnaires were circulated and 263 responses were used to test hypotheses with structured equation modeling.

As hypothesised, the empirical data supported that in role behaviour has an impact on job performance. As hypothesised, 'supervisory communication' and 'co-worker communication' proved to have a moderating impact on the relationship between in role behaviour and job performance. Nevertheless, contrary to the hypotheses 'supervisor support' and 'co-worker support' did not have a moderating impact on the relationship between in role behaviour and job performance.

The study confirms that the US based multi-generation study can be applied in the context of Sri Lankan knowledge workers as they predominantly reflect the millennial characteristics revealed through the past research. The findings of the study have implications for Sri Lankan corporate sector in the area of human resource management in particular. The study found that it's vital for managers and immediate supervisors to maintain a sound communication level with their millennial workers in order to ensure that they extend their optimal contribution and support to the organisation and thereby obtaining the best work performance levels. However, as the sample was extracted from Sri Lanka; additional samples from different contexts are required to examine the generalisability of research findings.