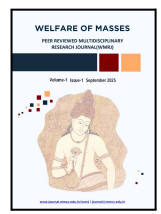




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A Study Of Workplace Anxiety Amongst Gen Z Employees In The Manufacturing Industry

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ABSTRACT

This paper presents the research about workplace anxiety which is one of the common factors emerging nowadays in organisations between the Gen Z employees. It has become a significant concern, as the professional surroundings create tension, stress, anxiety etc. This study analyzes the major causes, effects, and how they cope up and also the solutions to it.

Secondary data is collected from journals, articles, online sources and also industry reports. Working is a mandatory part of this world; it reveals that work is a major driver of anxiety and fear among young workers. They majorly go through job insecurities, competition, heavy workloads, lofty expectations, no proper management of work-life balance and some of the psychological factors that feed the anxiety and contribute to its growth. Due to which Gen Z struggles mentally, and receives mental isolation and loneliness. According to this analysis, nearly (74%) of Gen Z's contending with anxiety (Deloitte, 2025). There are many key psychological factors that Gen Z goes through which cause them to be distraught. The factor that majorly affects is the dependency on technology, and there is huge progression in living ways, technology influences and causes changes in biological functioning and mental health, due to which hormonal imbalance, brain functioning, response system is disturbed. These forthcoming generations are not weaker but they have become more dependent on technology and digitalisation, changes in lifestyle which makes them face mental challenges. Their resilience and sustaining nature have reduced and caused pressures like FOMO (Fear of missing out), and minimised real-life interactions. This study went under a crisis of anxiety, why they face it.

INTRODUCTION:

Generation Z is a gang of individuals born between 1997 to 2012 (Pew Research Centre, 2023), they are facing the major part of digitalisation and technological changes. Dynamic advancements in every sector have increased the competition.

As this generation plays a vital role in designing the modern workplaces and development. Furtherly with these advantages and strengths, there is a crisis faced by them that is workplace anxiety. Core problem: “Why Gen Z employees are experiencing higher workplace anxiety” This generation is very active and has profound insights regarding the future.

The digitalisation has absorbed their independent working, Real-life interactions, brain functioning and many other factors. This causes emotional well-being to be damaged, and they face (FOMO), pressure from family, anxiety of competition, job insecurity (Latupeirissa & Cistadewi, 2025), lack of skills etc. How individuals develop themselves by preparing them for the future.

is that they need to analyze the identity formation which means oneself development. They need to understand who they are, career identity, values and beliefs, etc. This process for Gen Z employees has become complex due to digitalization and offline working as well. Self-realisation where you access yourself for the development which is essential during late adolescence and early adulthood, they are capable of creating multiple identities but stress out to manage them.

Studying this is essential As Gen Z employees are stepping in the rapidly changing work environment so it is important to analyse their mental and emotional working, challenges they face, to help them transition into professional surroundings. They face a variety of personalities. When they feel lagging between their build up professional personality and expected one this generates internal conflicts, high expectation pressure etc.

The main objectives of this study are:

They need to understand what they can sustain? What can their body go through? They need to understand their potential and work with it. To know why they face anxiety? Why do they stress

out? What type of pressure do they face? What actually companies can do to reduce the stress? To give solutions/ measures to reduce workplace anxiety.

LITERATURE REVIEW:

There have been several studies done to look forward to this problem, and examine the mental health, behavior, psychology of the Gen Z employees.

The study by Nidya Dudija and Muhammad Dzaky Apriliansyah where they have studied the Human Resource management role in development of Gen Z employees, their mental health etc. (Nidya Dudija & Muhammad Dzaky Apriliansyah 2024)

The international journal of Indian psychology: Psychosocial aspects of generation Z: Review the study by Dr Jayesh Ghodke, Akanksha Gupta, Ishita Shah and Yahvi Singh.

The review is about the formation of identity and its complex formation in Generation Z and how a variety of things influence it. They also studied the foundational theories by Erikson and Marcia. The various factors such as sociopolitical changes, digitalisation, lifestyle evolution, exploration of oneself, psychological stress etc. They found causes of social comparison where cyberbullying, social media, makes face the challenges related to mental health and identity establishment. (The international journal of Indian psychology: Psychosocial aspects of generation Z: Review)

Generation Z: A Review and Research Agenda study by Afshan Zoya, Dr. Pradnya V Chitrao, they looked forward to the generation difference between Gen Z and Gen X and Gen Y. Why this generation is more prominent and their work approach is unique. They also spoke about the creative, musical enthusiastic culture amongst Gen Zs. But they also say that without any understanding, studying about this generation the recruiting and retention of these may affect the organization. (Afshan Zoya, Dr. Pradnya V Chitrao)

A Review on “Quiet quitting” is a concept of behavior where employees work without emotional engagement or assurance to the organizations. It

also says that this quitting thing has increased in the Gen Z as they are too much adapted to the digital mesh. (Tia Oktavia, IGAA Noviekayati, Suhadianto, 2025)

These generations face a lot of burden, coercion which imbalances their daily life working due to which they don't take extra tasks, do not get much involved in events of organization or extra work. So, the demands of work and psychological well-being need to be balanced.

For the Data analysis and interpretation, the factual information by Deloitte Global Gen Z and millennial survey 2025 is studied and determined the factors contributing the workplace stress/anxiety (Deloitte, 2025)

McKinsey Health Institute

ESCAP European Society for Child and Adolescent Psychiatry (Mental Health Matters) Generation Z's perspectives on mental health- a study by the McKinsey Health Institute

The McKinsey Health Institute surveyed 6,000 Gen Z respondents across 10 European countries (France, Germany, Italy, the Netherlands, Poland, Spain, Sweden, etc.) to understand their views on mental health.

Survey results were consistent with what respondents in the United States said in January 2022: Gen Z reports poorer mental health when compared with older generations. Specifically, climate change, the war in Ukraine and COVID-19 were noted as contributing to high distress.

Comparing generations, Gen Z has higher levels of mental health problems (reporting "poor" or "very poor" mental health is about 20%)

Results showed that the stigma of mental health issues amongst Gen Z is still high – both in terms of society's perception as well as one's own perception. In fact, Gen Z were more likely to see mental health illnesses as the result of poor upbringing or a character flaw.

In addition, direct health-related support measures play an important role in job choice. On average 67% of Generation Z respondents said that availability of behavioural-health resources was important when selecting their employer. (McKinsey Health Institute, 2022)

WHO World Health Organization Mental Health at Work 2 September 2024

Decent work is good for mental health. Poor working environments- including discrimination and inequality, excessive workloads, low job control and job security- pose a risk to mental health. 15% of working-age adults were estimated to have a mental disorder in 2019.

Risk to mental health at work include: Under-use of skills or being under-skilled for work;

Long, unsociable or inflexible hours;

Unsafe or poor physical working conditions;

Limited support from colleagues or authoritarian supervision; etc. (WHO, 2024)

GALLUP State of the Global Workplace 2026 It reports features annual findings from the world's largest ongoing study of the employee experience. The 2026 edition finds that global employee engagement fell to 20% in 2025, its lowest level since 2020.

Key findings; In 2025, global employee engagement declined for a second year to its lowest level since 2020.

The global employee wellbeing improved for the first time in three years.

Gallup research finds the percentage of employees who report experiencing a lot of stress, anger or sadness the previous day remains above pre-pandemic levels; Daily negative emotions among workers increased worldwide during the pandemic. Also, well-being increases when employees see their work as intrinsically rewarding and good for others.

Leaders have higher life evaluations but worse days than those they lead, according to Gallup data. (GALLUP, 2026)

Workplace mental health challenges continue to grow, with rising stress and anxiety levels reported by U.S. workers. SHRM surveyed more than 1,100 U.S. workers in February 2026, uncovering concerns about burnout and underutilization of mental health benefits. (SHRM, 2026)

PEW It's Time to create Mentally Healthy Workplaces| The Pew Charitable Trusts pew.org Trend Article| Dec 8, 2023.



(GALLUP, 2026)

SHRM 2026 Mental Health Snapshot

Here, the report says workplace mental health came into sharper focus during the pandemic and the racial justice reckoning. Their nonprofit organisation conducted a landmark study in 2021 where they surveyed 1,500 U.S adults in full-time jobs, and there was representation across race, gender, levels of seniority, etc. They found that mental health challenges are pervasive among employees. More than 75% of respondents reported at least one symptom of a mental health condition.

One workplace factor negatively affects their mental health. Younger workers in Gen Z and Millennial cohorts were affected more severely. (PEW, 2023)

MONTCLAIR STATE UNIVERSITY, Why Gen Z is More Anxious than Ever? Turning to social chats for answers by DR. YI Luo, Dr. Jin-A Choi, and Dr. Bond Benton

Gen Z includes individuals born between 1917 and 2012, They have grown up with smartphones, the internet, and social media. The major influencing factors were COVID-19 pandemic, Climate change, Social, political and economic instability. Gen Z is highly active and concerned about social and global issues.

They found the primary causes of Anxiety: Social media, Uncertainty about future, Pressure to maintain perfect online image due to which the stress, anxiety increases, feeling of loneliness insecurity is generated.

Its findings on What were the general sentiments and emotions surrounding the topic of anxiety among Gen Z? About 65% of Gen Z posts analyzed showed negative sentiments, while fear was identified as the most common emotion, accounting for 83% of all emotions expressed. Gen Z members openly discussed how anxiety affects many areas of their lives, including finance relationships, social interactions, work, and everyday activities. They also found that anxiety places a significant emotional and psychological burden on Gen Z. (MONTCLAIR STATE UNIVERSITY)

OBJECTIVES OF STUDY:

1. To know the major causes of the anxiety amongst Gen Z's
2. To study to what extent Gen Z can experience anxiety at the workplace.
3. To examine the impact of workplace anxiety.
4. To study the role of organizations in managing workplace anxiety and promoting employee well-being among Generation Z employees
5. To understand the emotional response of Gen Z and their psychological working.

NEED OR RELEVANCE OF THE STUDY:

Work is a crucial part of the organization where no. of employees are working together of different culture, language, psychology, attitude etc. also the digitalization makes the difference. While adjusting with this there is a high increase in the levels of pressure of work while meeting the individual and organizational goals. Gen Z organizations have stepped into the new modern era, with that they have to face multiple challenges and consequences based on their working pattern.

In today's rapidly growing world, evolution and its needs must be analyzed. Gen Z has a vital role in today's digitalization and they are aware about it, But the consequences they face are not always positive. They are facing work load pressure, long working hours, digital fatigue (WHO,2022;

McKinsey Health Institute, 2022) job insecurity, lack of recognition and this affects their mental health.

It is very essential that employees should work with a healthy mindset in the organisation; this impacts their daily productivity. Organizations should be concerned about the Work-life balance of employees and set working hours according to it.

The study is essential to scrutinize the psychological factors that provoke anxiety, pressure. Also, how employees can manage them. The organization should maintain a healthy, positive, motivating environment. Should have various health related sessions and practices in the organization. This Research speaks about some of the most prevalent factors and also looks forward to developing the working and wellness strategies to support a healthy work-life balance.

The study is relevant because:

It analyzed the social, psychological, impact on Gen Z employees that generates workplace anxiety.

Also, underlines the role and impact of excess digitalization and competition.

It also helps the organization to understand the employee and look forward towards his well-being.

Also, how they can maintain the potential employees in their organization and

RESEARCH METHODOLOGY:

The study is in descriptive research form which approaches the understanding of workplace anxiety faced by Gen Z employees. Analyzing the stress, anxiety level among Generation Z employees and searching for the triggering factors.

1. Research Design: This research complies with the descriptive research design, completely concentrating on the Gen Z employee's psychology, behavior, way of handling various problems and stress management and is there any impact on the work they perform.

2. Data Collection:

Primary data: The data is collected from various types of working Gen Z employees in Manufacturing and other companies. Some of them

are interns, Contract employees, Permanent Employees, Apprentice etc.

Sampling Technique: Convenience Sampling

Sample Size: 20 Generation Z employees

Research Instrument: Structured Questionnaire

Manufacturing sector

Secondary Data: This data was collected via various Journals, articles, research papers, industrial data was studied to make this work worthwhile.

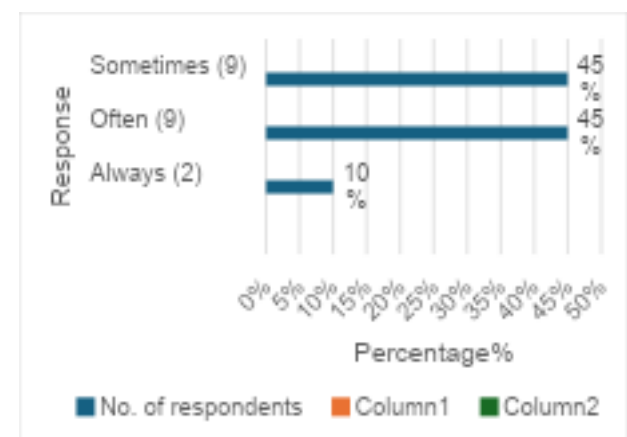
3. Data Analysis tools: The data is analyzed via statistical and graphical methods. To find the percentage of employees facing stress, pressure, and how it affects their productivity and the organization. The major tools used are Microsoft Excel.

4. Limitations: The responses from the Gen Z employees were limited which may not stand for the entire generation Z workforce. Also, there was the constraint of time, and faced geographical limitations.

DATA ANALYSIS AND INTERPRETATION: PRIMARY AND SECONDARY DATA

Primary data

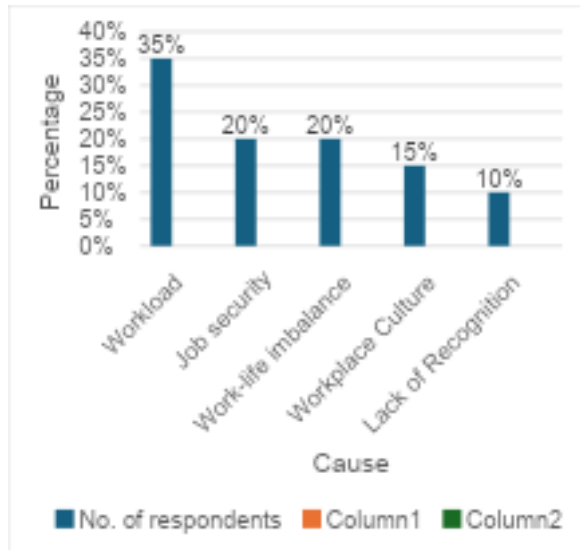
1. Frequency of Workplace Anxiety



The above analysis is made based on the Gen Z respondents where anxiety is a prevalent factor. The majority of respondents (90%) reported experiencing workplace anxiety "Sometimes" or "Often", and the remaining 10% reported anxiety is experienced always. This presents that the stress,

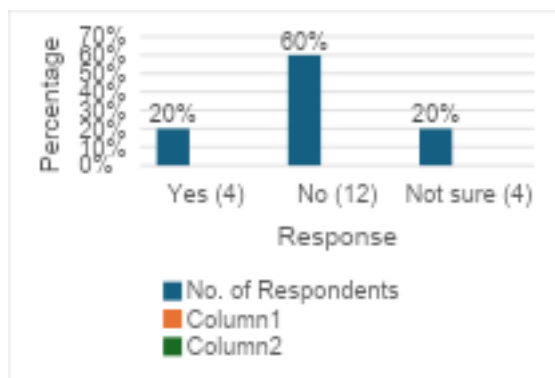
anxiety are highly concerning factors among the Gen Z employees and may affect their productivity, development, and well-being.

2. Major causes of Workplace Anxiety



This data analysis revealed that Workload, Job insecurity, Work-life Imbalance, Workplace Culture etc. these are the substantial factors causing anxiety, stress among the employees. Workload and job security are the high contributing factors for causing anxiety which is accounting for 35% and 20% of responses. Work-Life imbalance came up as the second essential factor, which accounted for 20% of the responses. Other causes accounted for 10% to 15% of response. Where organizations should focus on workload management, job security, and employee work-life balance to reduce employee anxiety, stress levels.

3. Organizational Support for Mental Health

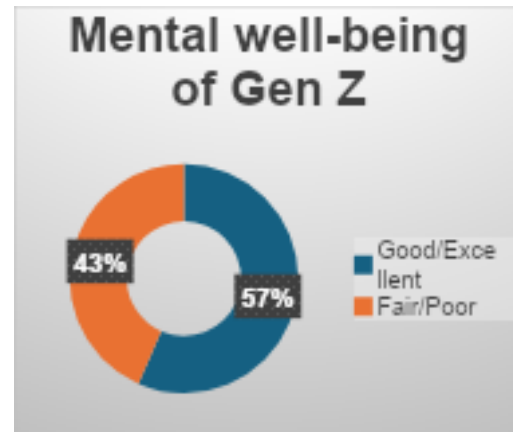


The analysis shows that a major response (60%) is that organizations do not provide the necessary support for employee's mental well-being. Only

20% of employees received the expected support and the remaining were not sure. This analysis culminates the need for organizations to strengthen their mental health policies.

Secondary Data

1. Mental well-being of Gen Z Employees.



(Deloitte Global Gen Z & Millennial survey, 2025)

In the above given graph, the mental well-being of Gen Z employees is determined in two different types in percentage, where the good /excellent is 57% and Fair/poor are 43% These employees actually face the stress, anxiety which affects their mental health (well-being). It says that the no. of stressed ones should be reduced and well-being must be enhanced and looked for.

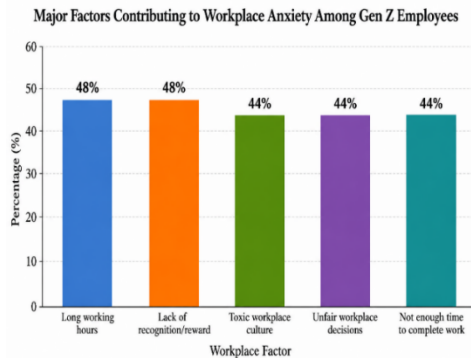
2. How many Gen Z employees feel stressed or anxious regularly?



The above graph mentions the significant percentage of Gen Z employees that face stress anxiety frequently; it says that mental health, mental well-being has become a vital concern

among the upcoming young employees. But the majority standing out are (60%) employees who do not experience the stress daily.

3. Which are the major factors that cause stress?



(Compiled by the Researcher)

The bar graph given above presents the prevalent factors such as (Long working hours, lack of recognition/rewards, toxic workplace culture etc.) that affects the Gen Z employees in a negative way and creates the edge of pressure amongst them. The toxic workplace culture, unfair workplace decisions and not having enough time to complete work causes pressure on 44% of respondents. Overall, the data underlines the unhealthy work culture, organizational pressure.

RESULT/FINDINGS:

The analysis of respondents stated various triggering factors like (Workload, Job insecurity, Work-Life Imbalance, Workplace Culture, Internet, Media etc.) for causing stress, anxiety. Half of the respondents expressed dissatisfaction with the work-life balance provided by organizations. With this all of the respondents agreed that organizations should look forward and prioritize employee mental health to reduce workplace anxiety.

One of the highly affecting factors is the long working hours that causes about 48% of respondents to face stress. Excess digitalization, also causes the stress and pressure psychologically on employees as it affects physical and mental state both.

Lack of Recognition sometimes, because it is important to make employees feel their hard work is worth it and when it lacks it generates dissatisfaction and only pressure of work increases.

About 48% of employees reported about it (Cite Deloitte, 2025)

Pressure of time, unfair workplace decisions, no proper work-life balance due to which employees are exhausted mentally and this affects their day to day life. Overall organizational workload, working hours, family pressure, management of expenses, these are the prevalent factors that produce pressure, anxiety and affect work efficiency. Sometimes the Gen Z employees keep on working emotionally and get depressed.

According, MONTCLAIR STATE UNIVERSITY, Gen Z have grown up with smartphones, the internet, and social media, and as they are connected socially and are affected by social, economical issues. They get the feeling of loneliness, insecurity, pressure of creating a perfect online image etc.

Workplace anxiety is a negative factor that affects the employee's productivity, job satisfaction, also the mental health and positive emotional permanence.

SUGGESTION/RECOMMENDATION

1. Should arrange the wellness programs in the organization.
2. Reduce unnecessary extra hours working.
3. No excessive digital dependency
4. Should look forward for a healthy work-like balance
5. Time to time recognition for the work and also the various creative programs for skill enhancement.

CONCLUSION

The analysis states that the workplace anxiety is a serious concern that is negative and damages psychologically and emotionally. Also, it is potent due to high digitalization, long working hours, job insecurity, FOMO (SSRN eLibrary), responsibilities, managing expenses, toxic work culture. There should be strategic work management, smart working and proper work-life balance by organization for employees. This enhances productivity which leads to organizational growth.

Good mental health keeps employees happy, satisfied and enthusiastic. Due to the excess adaptability, the digital dependency has increased due to which they may experience the psychological pressure caused by change in career expectations, digital exposure, media, job insecurity etc. They are not able to sustain heavy working and this affects their psychology (hormonal disruption, weak mental ability and laziness) but with that Gen Zs are prominent and highly active and must track their daily work progress. (Deloitte, 2025; McKinsey Health Institute, 2022; WHO, 2022).

They are creative and contribute a lot to today's upgrades and development. This is a positive point for organizations and beneficial with time as civilization is increasing rapidly, modernization, and they are tech-enabling. By undertaking all of these pros and cons organizations should look towards this issue in a strategic and effective way.

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These references give the Authentic and actual information and research that supports the observations, findings, presented in this research paper.