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Resilience of Generation Z in Workplace

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ABSTRACT

This study aimed to examine Generation Z's level of resilience in facing challenges in the workplace. Generation Z is known to have unique characteristics as digital natives, but they are also susceptible to stress, anxiety, and burnout. Resilience is an important aspect in supporting their productivity and psychological well-being. This study used a quantitative approach with a descriptive survey method. Data were analyzed using descriptive statistics such as mean, median, mode, and standard deviation. The results showed that the average resilience score was above 3.5 for all indicators, with the majority of respondents showing a fairly good level of resilience. The mode and median were consistent at a score of 4 (agree), and the low standard deviation indicated a stable distribution of answers. These findings indicated that although Generation Z had good resilience potential, there was still room for strengthening, especially in the aspects of stress management and tolerance to discomfort.

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INTRODUCTION

Generation Z, born between 1997 and 2012, begin stepping into the working-life with unique characteristics that differ from previous generations (Aura & Hutahaean, 2025; Putri, 2024; Sekar Arum et al., 2023). This generation develop in a fast-paced digital era, influenced by technological advances, social media, and dynamic social change (Ishak et al., 2025; Manjillatul Urba et al., 2024; Nurlaila et al., 2024). Although they have many strengths, Gen Z also experience anxiety, high expectations, and challenge adapting to a traditional work environment which can create gaps in the workplace, potentially affecting their resilience. Based on a study by the Workforce Institute in 2019 involving 3,400 Gen Z respondents in 12 countries, Gen Z was known to be tech-savvy, very concerned about work-life balance and social values. Gen Z realize that satisfying work involves opportunities for skill enhancement, personal growth, and advancement within the organization (Syahwatul Khalda Fauziyah et al., 2025). This shift in priorities reflects a holistic approach to their careers, where factors beyond monetary rewards play an important role in their

decision-making process.

A survey conducted by Deloitte (2022) showed that 46% of Generation Z felt stressed and anxious due to work pressure, while 40% reported experiencing burnout (Zaman, 2024). This is exacerbated by global economic uncertainty, fierce competition in the job market, and the demands to adapt to ever-evolving technology (Adha et al., 2020). In addition, Generation Z also face challenges in maintaining a balance between personal and professional life (work-life balance), which is often a source of additional stress for them (Fitriani et al., 2025).

Resilience is a crucial factor that determines how far Generation Z can survive and thrive in the workplace. Resilience refers to an individual's ability to recover from adversity, adapt to change, and remain productive despite stress or failure (American Psychological Association, 2020). In the context of Generation Z, resilience is not just the ability to survive, but also the ability to use challenges as opportunities to learn and grow.

Previous researches had shown that Generation Z tended to be more susceptible to stress and anxiety than previous generations. According to the American Psychological Association (2019), 27% of Generation Z reported their mental health as "poor" or "very poor," a figure higher than millennials (15%) and baby boomers (7%). This thought was related to their exposure to social media which often creates social pressure and unhealthy comparisons. However, on the other hand, Generation Z also had great potential to develop resilience through social support, training, and positive work experiences.

According to Luthans et al. (2016), training programs that focus on developing resilience can increase employees' productivity and job satisfaction. Therefore, it is important to understand how the resilience of Gen Z can be formed and enhanced in the workplace. The objective of this study was to explore the factors that influence the resilience of Generation Z in the workplace, as well as the strategies that organizations can implement to support the development of such resilience.

METHODS

Type of Research

This study used an online quantitative survey with a structured questionnaire to 51 Gen Z respondents.

Time and Place of Research

The research process was carried out over a period of 6 months, starting from February 2025 to the end of July 2025. The research locations were companies where STMA Trisakti students did internships in the period February - July 2025 which were engaged in the fields of education, insurance and the creative industry.

Population and Sample

The population of this study was 51 intern students in the period February - July 2025 who were Gen Z (born in 1997 - 2012). The samples of this study used a saturated sample, where all members of the population were the samples (Yanti, 2019).

Research procedure

The research method used a quantitative approach with a descriptive survey method. The data used in this study were primary data and secondary data. Primary data was obtained from Gen Z respondents. The data collection technique was by distributing questionnaires to respondents. Through the questionnaire, all respondents were asked to provide answers that were in accordance with the actual situation and as they were for the questions and answers that had been provided.

Data, Instruments, and Data Collection Techniques

Resilience became the prime indicators in this study. Resilience is an individual's ability to cope with stress at work, to adapt to change, to increase the level of optimism and self-confidence, and to feel social support from coworkers and superiors. These indicators would be described in 12 statement items. Each statement item had five alternative answer choices, the measurement used a Likert scale. For positive statement that answer strongly agree was given a score of 5, agree was given a score of 4, undecided was given a score of 3, disagree was given a score of 2, and strongly disagree was given a score of 1. Conversely for negative statements that answer strongly disagree was given a score of 5, disagree was given a score of 4, undecided was given a score of 3, agree was given a score of 2, and strongly agree was given a score of 1.

Table 1. Generation Z's Resilience Instrument Grid

Variable	Indicator	Question Items	Total
Resilience	1. Ability to cope with stress at work	1,2,3	12
	2. Ability to adapt to change	4, 5,6	
	3. Ability to increase the level of optimism	7,8,9	
	4. Ability to increase the level of self-confidence	10,11,12	

Data Analysis Technique

To describe the research data from each indicator, descriptive statistic was used. The types of descriptive statistic that will be used include the average value, standard deviation, mode and median.

RESULTS AND DISCUSSION

Results

The questionnaire data used in this survey came from 12 items of resilience indicators covering 4 indicators of individual ability to cope with stress at work, to adapt to change, to increase the level of optimism and self-confidence. The following recapitulation data was presented from 51 respondents who have filled out the questionnaire:

Table 2. Results of Indicators

No	Statements	Respondents				
		Strongly Disagree	Disagree	Un-decided	Agree	Strongly Agree
1	I have the ability to cope with the pressure and stress in everyday life	2%	2%	18%	76%	
2	In a stressful situation, I can stay calm and focused		6%	25%	69%	
3	I have effective strategies in dealing with stress			6%	94%	

4	I feel comfortable asking for help when I feel stressed		4%	18%	74%	4%
5	I can quickly adapt to changes that occur around me		4%	10%	82%	4%
6	I feel positive when facing new or unexpected situations	2%	4%	27%	67%	
7	I have the ability to learn from new experiences and apply them in the future			4%	92%	4%
8	I am open in trying new thing even if it makes me feel uncomfortable			16%	78%	6%
9	I believe my future will be better than now				94%	6%
10	I tend to see the positive side of every situation, even the difficult one			16%	80%	4%
11	I can achieve my goals if I try			2%	90%	8%
12	I believe in my ability to make good decisions			10%	86%	4%

From table 2, it showed that 94% of respondents had good stress management strategies. This appeared that the majority of Generation Z in the findings of this study felt that they had effective coping mechanisms in dealing with work pressure. In item 5, 82% were swift to adapt to change. This showed that Generation Z foster in a dynamic technological era, making them accustomed to rapid change. In item 9, 94% believed the future will be better. This reflects the potential adaptability of Generation Z, but further study is needed to ensure their readiness to face complex changes in working environment.

Table 3. Descriptive Statistic

No. Item	Average	Median	Mode	Standard Deviation
1	3.75	4	4	0.55
2	3.63	4	4	0.63
3	4.88	5	5	0.34
4	3.78	4	4	0.56
5	3.8	4	4	0.54
6	3.59	4	4	0.65
7	3.96	4	4	0.4
8	3.74	4	4	0.61
9	4.06	4	4	0.23
10	3.72	4	4	0.58
11	4.04	4	4	0.35
12	3.76	4	4	0.47

In table 3, we can see the average score was above 3.5 for all items, indicating a fairly good level of resilience to adversity. The mode and median were consistent at a score of 4 (Agree), indicating that the majority of respondents felt quite resilient. The standard deviation was relatively low, indicating that the distribution of answers was not too spread out.

Discussion

The analysis conveyed that: 1) Ability to cope with stress (items 1-3). These three items measured the dimensions of coping mechanisms and emotional regulation. Respondents who answered positively showed good emotional regulation abilities. According to Goleman (1995), emotional intelligence, including the ability to manage stress, is an important component of psychological resilience. Fletcher & Sarkar (2013) also emphasized that this ability can be developed through experience and training; 2) Ability to adapt (items 4-6). These items assessed psychological flexibility and openness to change. Adaptability is very important in a dynamic work environment. Santioso (2025) stated that Gen Z often has difficulty adapting to organizational culture. However, with training and support, this ability can be improved (Luthens et al., 2006); 3) Ability to increase level of optimism (items 7-9). Optimism is closely related to future expectations and growth mindset. These items measured positive expectations for the future and learning from experience. Dweck (2016) stated that individuals with a growth mindset are more resilient in facing challenges. Ryan & Deci (2000) also emphasized the importance of intrinsic motivation in shaping optimism; and 4) Ability to increase level of self-confidence (items 10-12). Self-confidence or self-efficacy is the foundation of resilience. Individuals who believe in their abilities tend to be more resilient in the face of pressure. Bandura (1997) stated that self-efficacy is a major predictor of resilience. Gaan & Shin (2022) also showed that high self-efficacy reduces the intention to leave work among Gen Z.

CONCLUSION

Conclusions that can be drawn from this research included: 1) The level of resilience of Generation Z from the results of the study showed that Generation Z had a fairly good level of resilience, with an average score above 3.5 for all indicators, including the ability to cope with stress, to adapt, to increase optimism, and self-confidence. The majority of respondents showed a positive attitude in facing challenges in the work environment; 2) In general, the resilience of Generation Z is good, there was room for strengthening, especially in stress management strategies and openness to discomfort. This can be seen from several respondents who were still hesitant or disagree in these aspects; 3) Social support, inclusive organizational culture, and appropriate training can be key factors in increasing the resilience of Generation Z. This finding was in line with previous theories and researches that emphasized the importance of supportive work environment; and 4) This study contributed to the field of industrial and organizational psychology by enriching the understanding of the resilience of Generation Z. In addition, the results of the study also provided practical recommendations for organizations in supporting Generation Z.

There were also some suggestion from the researchers to the organization in dealing with Gen Z's resilience in working environment, they are: 1) Developing training programs that focus on stress management and adaptive skills development for Generation Z and creating an inclusive work environment and encouraging intergenerational collaboration to enhance social support; and 2) Raise awareness of the importance of resilience and actively seek opportunities to develop emotional and adaptive skills by using technology wisely to reduce negative impacts such as stress due to excessive exposure to social media.

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