

Generation Z's Resilience in The Workplace: A Systematic Literature Review

Sutanto^{1*}, Akbar Hidayatulloh², Nanang Suryadi³

Universitas Gunadarma, Indonesia^{1,3}

Universitas Brawijaya, Indonesia²

Email: sutanto_soepono@staff.gunadarma.ac.id^{1*}, akbar.tullah@gmail.com²

nanangs@ub.ac.id³

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ABSTRACT

The transformation of the modern workplace has created increasing challenges for Generation Z workers, including digital disruption, career uncertainty, work-related pressure, and evolving organizational expectations. This study aims to systematically examine the development of research on Generation Z resilience in the workplace, identify dominant thematic clusters, explore the factors influencing resilience, analyze its impacts on psychological and workplace outcomes, and determine future research directions. This study employed a Systematic Literature Review (SLR) approach guided by the PRISMA framework. Relevant articles were collected from academic databases and analyzed using thematic synthesis and VOSviewer visualization to identify keyword networks, research clusters, and emerging trends. The findings reveal that resilience is a central concept strongly associated with stress, burnout, mental health, employee well-being, work engagement, mindfulness, emotional intelligence, and occupational health. The literature indicates that Generation Z workplace resilience is influenced by three major factors: individual resources (mindfulness, self-compassion, emotional intelligence, and grit), organizational support (respectful communication, leadership, and psychological safety climate), and workplace challenges (stress, insecurity, and workload intensity). Resilience contributes to reducing burnout and psychological distress while enhancing well-being, work engagement, and career adaptability. This study concludes that Generation Z workplace resilience is a multidimensional construct shaped by the interaction between personal capabilities and organizational environments. Future research should develop integrative theoretical models and apply longitudinal, qualitative, and mixed-method approaches to gain a deeper understanding of resilience development among Generation Z workers.

INTRODUCTION

Changes in the world of work in recent years have created new pressures for young workers. Digitalization, career uncertainty, work intensity, changing communication patterns, and increasing organizational demands have placed Generation Z in a more complex labor

market. Literature on young workers indicates that career decisions and life choices among younger generations are increasingly influenced by labor market uncertainty, evolving professional identities, and changing perceptions of work (Andreeva & Bemler, 2025a). This situation highlights the growing importance of psychological resilience and work adaptability in human resource management research (Naibaho et al., 2025; Sari et al., 2025; Shao et al., 2023; Yu et al., 2022; Zhai et al., 2023).

Generation Z possesses distinct characteristics compared with previous generations, having grown up in a digital and rapidly changing environment shaped by social expectations. In the workplace, this generation is often associated with issues related to work stress, burnout, work engagement, well-being, job insecurity, and career adaptability. Research on early-career employees demonstrates that initial workplace experiences can influence work engagement, job satisfaction, and psychological resilience among young workers (LaGree et al., 2023a). Therefore, discussions regarding Generation Z should not only focus on productivity and work competencies but also on their ability to cope with challenges, recover from adversity, and thrive amid workplace pressures.

In organizational literature, resilience is understood as an individual's ability to manage stress, adapt to change, recover from challenging situations, and continue performing work roles effectively. Research conducted by Ziegele and Zerfass (2021) describes stress resilience as an essential competency that enables professionals to manage work demands and prevent burnout (Ziegele & Zerfass, 2021a). Similarly, Roy et al. (2019) positioned resilience as an important component of workplace health promotion, particularly when organizations experience structural changes that increase work stress and psychological distress (Roy et al., 2019a). Thus, resilience represents not only a psychological construct but also a strategic concern within human resource management.

The VOSviewer visualization results reinforce the position of resilience as a central concept within the literature. In the density visualization, the keyword resilience demonstrates the highest density compared with other keywords, indicating that it represents a primary focus within the analyzed articles. In the network visualization, resilience is connected with concepts such as mental health, employee well-being, stress, burnout, mindfulness, emotional intelligence, work engagement, occupational health, and young employees. This pattern suggests that resilience functions as a connecting concept between workplace pressures, psychological well-being, and positive work behaviors.

The VOSviewer mapping results also reveal a research gap. Although the term resilience appears as a central node within the research network, the term “young employees” occupies a more peripheral position. Furthermore, the term “Generation Z” does not appear as a dominant keyword within the analyzed map. This indicates that while workplace resilience research has developed substantially, studies specifically examining Generation Z resilience remain limited. Many existing studies continue to focus on young workers, early-career employees, healthcare professionals, tourism workers, communication workers, or employees in specific occupational sectors, without systematically examining Generation Z workplace resilience as a distinct research theme.

Based on these conditions, the study entitled “Generation Z's Resilience in the Workplace: A Systematic Literature Review” is important to conduct. This Systematic Literature Review (SLR) aims to map publication trends, thematic clusters, resilience-forming

factors, consequences of resilience, theoretical approaches, and existing research gaps. This study contributes to the human resource management literature, particularly in understanding how Generation Z develops workplace resilience amid psychological stress, digital transformation, organizational demands, and career uncertainty. By applying the PRISMA framework and utilizing VOSviewer analysis, this research provides a systematic, transparent, and relevant literature map to support the development of adaptive human resource management strategies that address the needs of young workers.

Based on Mendeley references and VOSviewer results, the main research gaps identified in this study are:

Table 1. Research Gaps in Generation Z Resilience Studies in the Workplace

Gap Type	Explanation
Theoretical gap	Resilience has been widely studied in the context of mental health, burnout, and occupational health, but has not been positioned specifically as a framework to explain Generation Z's resilience in the workplace.
Population gap	The literature mostly uses the terms young employees, early-career employees, or workers, but has not yet explicitly discussed Generation Z.
Contextual gap	Resilience studies are spread across the health, tourism, communications, education, and IT sectors, but have not been integrated into the HRM perspective for Generation Z workers.
Methodological gap	Studies remain fragmented. PRISMA- and VOSviewer-based SLRs are needed to map themes, clusters, theories, and future research agendas.
Practical gap	Organizations need HRM strategies that can strengthen Gen Z's resilience through organizational support, respectful communication, leadership, well-being programs, and healthy work design.

Based on the research background, this systematic literature review was guided by several research questions to comprehensively examine the development, thematic patterns, determinants, outcomes, theoretical foundations, and future directions of studies related to Generation Z resilience in the workplace. The first research question explored publication developments on Generation Z resilience in the workplace by identifying publication trends, growth patterns, and research developments over time. The second research question investigated the main thematic clusters emerging from Generation Z resilience studies through VOSviewer mapping to identify dominant concepts, relationships among keywords, and research focuses within this field. The third research question examined the factors contributing to the development of Generation Z's resilience in the workplace, including individual, organizational, and environmental factors that influence their ability to adapt to and cope with workplace challenges.

Furthermore, this review aimed to understand the impacts of resilience on various workplace and psychological outcomes, including stress management, burnout prevention, mental health, well-being, employee engagement, and career adaptability among Generation Z workers. The fifth research question identified the theoretical perspectives and methodological approaches predominantly applied in previous studies, including theories, research designs, data collection methods, and analytical techniques used to investigate Generation Z resilience. Finally, this systematic literature review aimed to identify existing research gaps and propose future research directions to advance understanding of Generation

Z resilience within the context of an evolving world of work. Through these research questions, this study provides a comprehensive synthesis of current knowledge and highlights potential directions for future scholarly investigation.

METHOD

Studies on resilience among young workers and Generation Z have employed several complementary theoretical approaches. The dominant perspective conceptualizes resilience as a personal resource and protective factor, referring to individuals' ability to cope with workplace pressures, mitigate the effects of stress, and maintain mental health and work performance. This perspective is reflected in studies examining the relationships between resilience and burnout, job stress, depression, anxiety, employee well-being, and suicidal ideation (Kim et al., 2020; Roy et al., 2019b; Şanlı et al., 2024). VOSviewer mapping results also indicate that resilience is a central keyword connected with mental health, stress, burnout, employee well-being, and occupational health.

Several studies have also applied the Conservation of Resources (COR) Theory and the Job Demands-Resources (JD-R) Model to explain how workplace demands and resource limitations influence employee well-being. COR Theory has been used to explain how workplace incivility and bullying can deplete employees' psychological resources, while resilience functions as a protective mechanism against psychological distress and reduced well-being (Anandhan et al., 2025; Hayat et al., 2025). Meanwhile, the JD-R Model has been applied to examine relationships among job demands, job resources, burnout, work engagement, and resilient behavior (Upadaya & Salmela-Aro, 2020; Voss et al., 2025).

Methodologically, the reviewed literature was predominantly characterized by quantitative survey approaches using cross-sectional designs. The most frequently applied analytical techniques included regression analysis, structural equation modeling (SEM), partial least squares structural equation modeling (PLS-SEM), mediation analysis, and moderation analysis. The prevalence of quantitative approaches indicates that previous resilience research has primarily focused on examining relationships among variables. However, qualitative, longitudinal, mixed-method, and intervention-based studies remain limited. This condition highlights opportunities for systematic literature review research to map how Generation Z resilience has been examined, identify dominant theoretical and methodological approaches, and determine future research directions.

RESULTS AND DISCUSSION

Based on VOSviewer mapping, the study of resilience in the workplace shows that resilience is a central concept connecting several key issues, namely stress, burnout, mental health, employee well-being, work engagement, occupational health, mindfulness, emotional intelligence, and young employees. In the density visualization, the term resilience appears as the densest node, indicating that this concept is the center of attention in the analyzed collection of articles. However, the term Generation Z has not yet emerged as a dominant node. The literature tends to use terms that are close to each other, such as young employees, early-career employees, and young workers. This indicates that the study of Generation Z resilience in the workplace is still developing and has not yet fully established as a stand-alone research cluster.

The first theme cluster relates to resilience, stress, mental health, depression, suicidal ideation, occupational health, and subjective well-being. This cluster demonstrates that resilience has been widely studied as a psychological protective mechanism in the face of work pressure and mental health risks. Kim et al. (2020) demonstrated that resilience acts as a protective factor against suicidal ideation in Korean workers (Kim et al., 2020). Şanlı et al. (2024) also found that psychological resilience is associated with levels of stress, anxiety, and depression in employees in the healthcare, education, and security sectors (Şanlı et al., 2024). These findings demonstrate that resilience functions not only as a coping ability but also as a psychological capacity to mitigate the negative impact of work pressure on mental health.

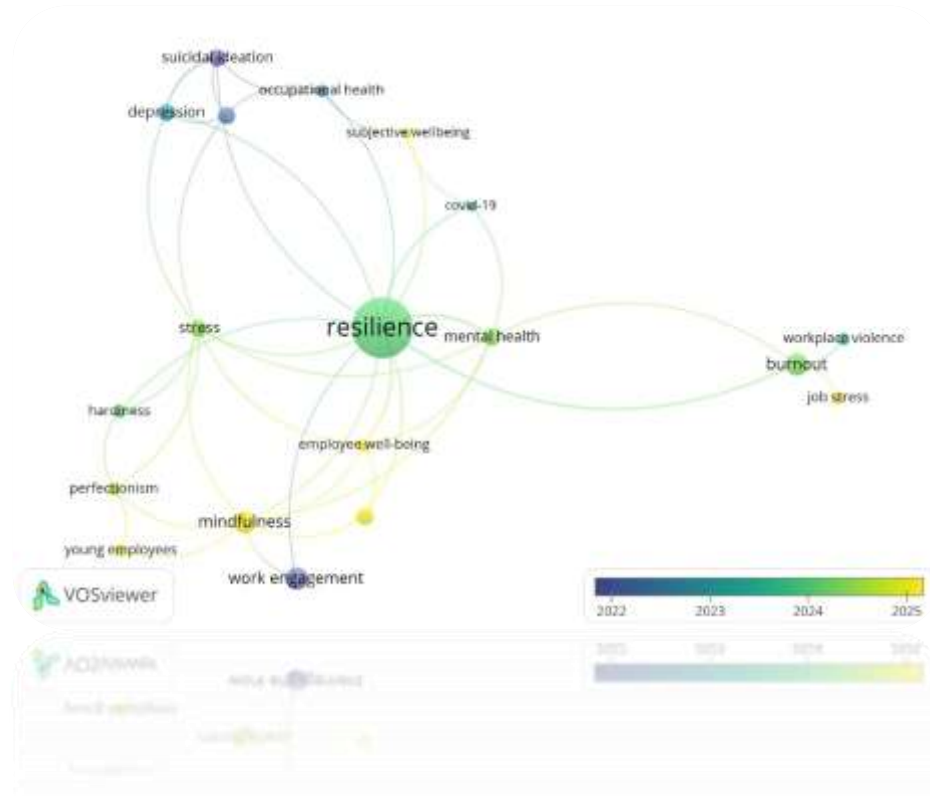


Figure 1. Network Visualization of Workplace Resilience Research Themes Based on VOSviewer Keyword Mapping

The second theme cluster relates to burnout, job stress, and workplace violence. This cluster demonstrates that burnout is a key issue in studies of workplace resilience. Burnout occurs when work demands, psychological stress, workplace violence, or an unhealthy work environment weaken an individual's capacity to adapt. Upadaya and Salmela-Aro (2020) demonstrated that social demands and work-related resources influence employees' burnout and work engagement profiles (Upadaya & Salmela-Aro, 2020). Bellicoso et al. (2026) also confirmed the relationship between resilience and burnout in healthcare workers during the COVID-19 pandemic (Bellicoso et al., 2026). Furthermore, Anandhan et al. (2025) found that resilience can moderate the impact of workplace bullying on psychological distress and sleep quality (Anandhan et al., 2025). Thus, resilience plays an important protective role when workers face job stress, bullying, and the risk of burnout.

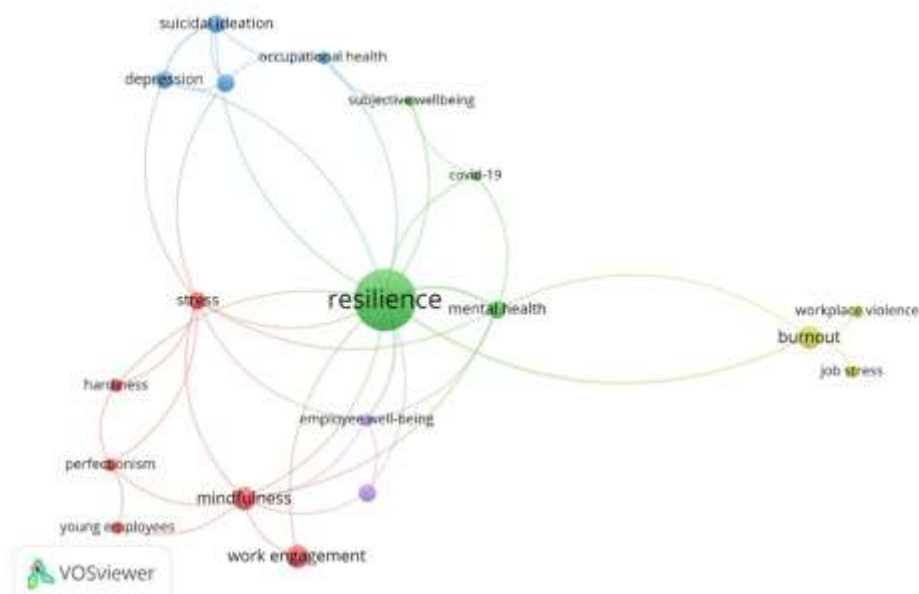


Figure 2. Thematic Cluster Mapping of Workplace Resilience, Burnout, Job Stress, and Psychological Risks

The third theme cluster relates to mindfulness, emotional intelligence, hardiness, perfectionism, work engagement, employee well-being, and young employees. This cluster suggests that young workers' resilience is shaped by positive psychological resources. Krejčová et al. (2025) demonstrated that self-compassion and mindfulness are related to work-related well-being in early-career workers (Krejčová et al., 2025). Zheng et al. (2025) explained that mindfulness, cognitive reappraisal, and perfectionism play a role in understanding work addiction in young employees (Zheng et al., 2025). Zhang et al. (2025) also found that mindfulness and emotional intelligence are related to career resilience in tourism employees. This means that Generation Z's resilience in the workplace is not only influenced by external pressures, but also by self-regulation skills, emotional intelligence, and psychological awareness (Zhang et al., 2025).

Factors shaping Generation Z's resilience in the workplace can be grouped into three main categories. First, individual factors, namely mindfulness, self-compassion, emotional intelligence, cognitive reappraisal, hardiness, grit, positive emotions, and job crafting. These factors help young workers manage work pressure, control emotions, and develop adaptive responses to difficult situations. Jung et al. (2024) showed that grit plays a role in the relationship between occupational stress, depression, and suicidal ideation (Jung et al., 2024). Voss et al. (2025) also explained that resilient behavior and job crafting help employees cope with work intensity and maintain health and work performance (Voss et al., 2025).

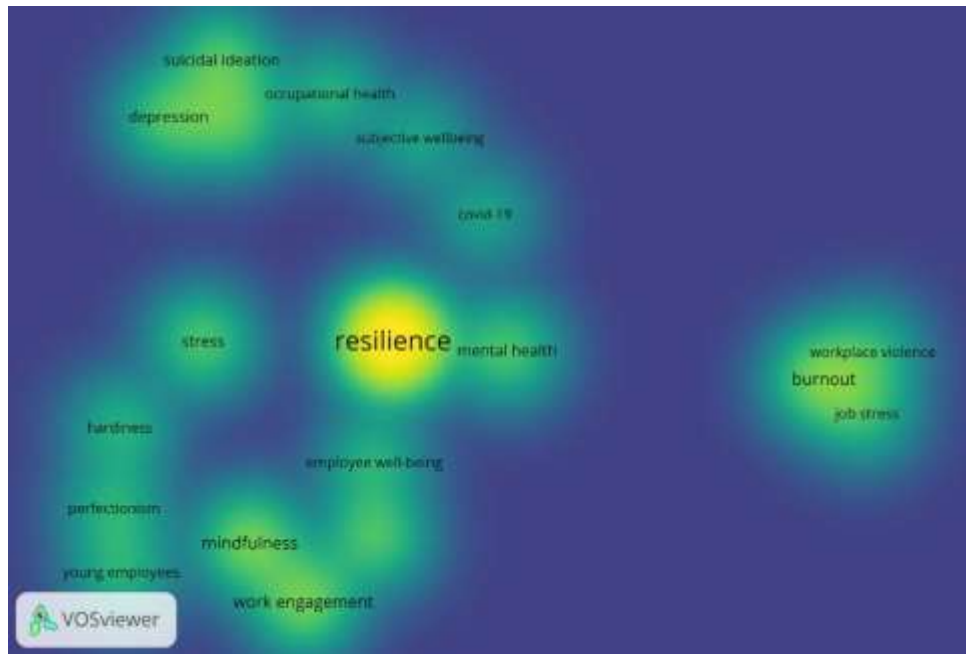


Figure 3. Individual Psychological Factors Shaping Workplace Resilience among Young Employees

Second, resilience is shaped by organizational factors. These factors include respectful communication, autonomous respect, perceived organizational support, psychosocial safety climate, social support, and strengths-based leadership. LaGree et al. (2023) showed that respectful communication in the workplace fosters occupational resilience, engagement, job satisfaction, and employee loyalty in early-career employees (LaGree et al., 2023b). Putranta (2026) found that psychosocial safety climate, perceived organizational support, and respect play a significant role in employee thriving in young employees (Putranta, 2026). Breevaart and Van Woerkom (2024) also demonstrated that strengths-based leadership can build resilience and work engagement. These findings confirm that Generation Z resilience is not only a matter of personal character, but is also influenced by the quality of organizational support and work relationships (Breevaart & Van Woerkom, 2024).

Third, resilience is influenced by work pressure or risk factors. These factors include job stress, work intensity, workplace incivility, workplace bullying, workplace violence, job insecurity, emotional labor, and career uncertainty. Hayat et al. (2025) found that workplace incivility reduces employee well-being through emotional exhaustion, but resilience and emotional intelligence can weaken this negative impact (Hayat et al., 2025). Liu et al. (2023) showed that social support can reduce employment stress through positive coping styles, with psychological resilience as a moderator (Liu et al., 2023). Andreeva and Bemler (2025) also emphasized that young workers face career uncertainty and need flexibility and adaptability to build job stability (Andreeva & Bemler, 2025b).

The impact of resilience on stress is evident in its ability to reduce psychological distress and strengthen coping. Roy et al. (2019) explain that resilience is important in promoting occupational health, especially when organizations face change (Roy et al., 2019b). Ziegele and Zerfass (2021) also identify stress resilience as a crucial competency for professionals to cope with work demands and prevent burnout. In the context of Generation Z, resilience helps

young workers manage work pressures early in their careers, especially when they face high workloads, uncertainty, and demands for organizational adaptation (Ziegele & Zerfass, 2021b).

The impact of resilience on burnout is also very strong. The literature shows that resilience can reduce the risk of burnout or weaken the impact of triggers. Weiss et al. (2024) found that resilience is related to burnout and job performance in pharmacists (Weiss et al., 2024). Bellicoso et al. (2026) showed that resilience is a crucial aspect in understanding burnout in healthcare workers during COVID-19. (Bellicoso et al., 2026) Ghahramanipirsalami et al. (2025) also linked death anxiety, resilience, and job burnout in prehospital emergency workers. Thus, resilience functions as a recovery capacity that helps employees persist under stressful work conditions (Ghahramanipirsalami et al., 2025).

The impact of resilience on mental health is evident through its relationship with depression, anxiety, suicidal ideation, psychological distress, and sleep quality. Kim et al. (2020) showed that resilience is a protective factor against suicidal ideation (Kim et al., 2020). Şanlı et al. (2024) showed that psychological resilience influences stress levels, anxiety, and depression (Şanlı et al., 2024). Anandhan et al. (2025) found that resilience moderates the impact of workplace bullying on psychological distress and sleep quality. These findings suggest that resilience needs to be positioned as an important mechanism in maintaining the mental health of young workers (Anandhan et al., 2025).

Resilience also impacts well-being. Krejčová et al. (2025) showed that self-compassion and mindfulness are associated with work-related well-being in early-career workers (Krejčová et al., 2025). Hayat et al. (2025) explained that resilience and emotional intelligence can strengthen employee well-being in conditions of workplace incivility (Hayat et al., 2025). Putranta (2026) also showed that psychosocial safety climate, perceived organizational support, and respect encourage thriving in young employees. In the context of Generation Z, well-being is an important indicator because this generation tends to place mental health, meaningful work, and a supportive work environment as part of the quality of work experience (Putranta, 2026).

The impact of resilience on engagement is also clear. LaGree et al. (2023) found that occupational resilience is positively related to job engagement, job satisfaction, and employee loyalty in early-career employees (LaGree et al., 2023b). Breevaart and Van Woerkom (2024) showed that strengths-based leadership can increase resilience, which in turn supports work engagement (Breevaart & Van Woerkom, 2024). Upadyaya and Salmela-Aro (2020) also positioned resilience as a personal resource related to engagement and burnout profiles. This means that resilience helps young workers not only withstand stress but also remain positively engaged in their work (Upadyaya & Salmela-Aro, 2020).

Finally, resilience plays a role in career adaptability and resilience. Zhang et al. (2025) showed that mindfulness and emotional intelligence are associated with career resilience in tourism employees (Zhang et al., 2025). Andreeva and Bemler (2025) explain that young workers construct life and career choices in uncertain situations through flexibility, adaptation, and the search for stability (Andreeva & Bemler, 2025b). This is relevant for Generation Z, as they enter the workforce during a time of digital change, labor market uncertainty, and shifting career meanings. Thus, resilience serves not only as a short-term psychological mechanism but also as adaptive capital for career sustainability.

Overall, the VOSviewer results and supporting articles indicate that the study of Generation Z resilience in the workplace is shaped by three main axes. First, resilience as a buffer against stress, burnout, and mental health disorders. Second, resilience as a result of personal resources and organizational support. Third, resilience as adaptive capital that supports well-being, engagement, job performance, and career adaptability. However, because the term Generation Z has not yet emerged dominantly in the VOSviewer map, this SLR study is important to integrate the scattered literature on the terms young employees, early-career employees, and young workers into a more specific framework of research on Generation Z in the workplace.

Based on a collection of supporting articles and the results of the VOSviewer mapping, the study of resilience in the workplace has developed quite strongly, especially in relation to stress, burnout, mental health, employee well-being, work engagement, mindfulness, emotional intelligence, occupational health, job stress, and workplace violence. In the VOSviewer map, the term resilience appears as the center of the network connecting various psychological and organizational issues. However, the term Generation Z has not yet emerged as a dominant node. The literature mostly uses the terms young employees, early-career employees, and young workers. This condition indicates a population gap. Studies on resilience in young workers have developed, but not many have explicitly positioned Generation Z as a primary group in the context of the workplace.

The first gap is the population gap. Several articles have discussed young workers and early-career employees, but not all of them specifically differentiate the characteristics of Generation Z from other generations. LaGree et al. (2023) studied early-career employees and found that respectful communication can encourage resiliency, engagement, job satisfaction, and employee loyalty (LaGree et al., 2023b). Krejčová et al. (2025) discussed work-related well-being in early-career workers through self-compassion and mindfulness (Krejčová et al., 2025). Zheng et al. (2025) studied young employees in the context of mindfulness, cognitive reappraisal, perfectionism, and work addiction. Although these articles are relevant to young workers, the focus has not been fully directed at Generation Z as a group with digital characteristics, new work values, sensitivity to well-being, and high expectations for organizational support (Zheng et al., 2025).

The second gap is the theoretical gap. Studies on resilience in the workplace are still scattered across several theoretical approaches, such as resilience as a personal resource, Conservation of Resources Theory, Job Demands-Resources Model, positive psychology, and organizational support perspective. Kim et al. (2020) positioned resilience as a protective factor against suicidal ideation in workers (Kim et al., 2020). Roy et al. (2019) explained resilience as part of promoting occupational health in situations of organizational change (Roy et al., 2019b). Şanlı et al. (2024) showed that psychological resilience is related to stress, anxiety, and depression. However, research that integratively builds a framework for Generation Z resilience from a human resource management perspective is still limited (Şanlı et al., 2024). The literature has not yet explained much about how resilience is formed through the interaction between Generation Z's personal characteristics, job demands, organizational support, leadership, and work design.

The third gap is the mechanism gap. Many articles explain the relationship between resilience and stress, burnout, mental health, and well-being, but not many have fully mapped

the process mechanisms. Several studies have shown that resilience can mitigate the impact of work pressure. Anandhan et al. (2025) found that resilience moderates the effect of workplace bullying on psychological distress and sleep quality (Anandhan et al., 2025). Hayat et al. (2025) showed that resilience and emotional intelligence can weaken the impact of workplace incivility on employee well-being (Hayat et al., 2025). Upadyaya and Salmela-Aro (2020) explained the relationship between social demands, work resources, burnout, and engagement. However, a more systematic model is needed to explain how work demands, organizational support, coping, mindfulness, emotional intelligence, and self-compassion shape resilience, which then impacts well-being, engagement, career adaptability, and retention in Generation Z (Upadyaya & Salmela-Aro, 2020).

The fourth gap is the methodological gap. Supporting articles indicate that resilience studies are still dominated by quantitative approaches, particularly cross-sectional surveys, regression analysis, SEM, PLS-SEM, mediation analysis, and moderation analysis. These approaches are useful for examining relationships between variables, but are not robust enough to explain the process of resilience formation over time. Several studies have begun to use more robust designs. Breevaart and Van Woerkom (2024) used a two-wave time-lagged survey to examine strengths-based leadership, resilience, and work engagement (Breevaart & Van Woerkom, 2024). Upadyaya and Salmela-Aro (2020) used a longitudinal approach to examine burnout and engagement profiles. Yi-Frazier et al. (2022) examined resilience training among hospital employees. However, longitudinal studies, qualitative inquiry, mixed methods, and intervention-based research in the context of Generation Z are still limited. (Yi-Frazier et al., 2022).

The fifth gap is the contextual gap. Resilience literature has developed extensively in the health, education, tourism, hospitality, communications, and information technology sectors. Bellicoso et al. (2026) examined resilience and burnout in healthcare workers during COVID-19 (Bellicoso et al., 2026). Zhang et al. (2025) examined career resilience in tourism employees (Zhang et al., 2025). Anandhan et al. (2025) examined IT professionals in the context of workplace bullying (Anandhan et al., 2025). Liu et al. (2023) discussed social support and employment stress in tourism employees (Liu et al., 2023). However, studies specifically addressing Generation Z resilience in the context of modern organizations, digital workplaces, hybrid work, job insecurity, and HRM practices in developing countries are still limited. The Indonesian context also requires attention because Generation Z is a significant part of the new job market.

The sixth gap is the practical gap. The results of the article show that resilience is not only shaped by personal factors, but also by the organizational environment. LaGree et al. (2023) demonstrated the importance of respectful communication for early-career employees (LaGree et al., 2023b). Putranta (2026) showed that psychosocial safety climate, perceived organizational support, and respect play a role in employee thriving in young employees (Putranta, 2026). Breevaart and Van Woerkom (2024) showed that strengths-based leadership can strengthen resilience and work engagement. However, there is not much research that translates these findings into specific HRM strategies for Generation Z, such as onboarding design, mentoring, leadership style, work-life balance policies, psychological safety, and well-being programs that are tailored to the needs of young workers (Breevaart & Van Woerkom, 2024).

Based on this gap, future research agendas need to be directed at developing more specific, integrative, and contextual studies of Generation Z resilience. First, future research needs to define Generation Z workplace resilience more clearly. This definition should differentiate resilience as a personal trait, adaptive capacity, psychological process, and the outcome of organizational support. Second, future research needs to integrate several theories, such as Resilience Theory, Job Demands-Resources Model, Conservation of Resources Theory, Career Construction Theory, and positive psychology to explain resilience more comprehensively.

Third, future research needs to develop a conceptual model that explains the relationships between ****job demands, organizational support, respectful communication, psychosocial safety climate, mindfulness, emotional intelligence, coping, resilience, well-being, engagement, burnout, career adaptability, and retention****. This model is important because Generation Z not only needs the ability to withstand work pressures but also requires organizational support to thrive, engage, and build long-term careers.

Fourth, future research needs to use a wider range of methods. Longitudinal studies are needed to understand the development of resilience from entry to the organizational adaptation phase. Qualitative studies are needed to explore Generation Z's subjective experiences of work pressure, career uncertainty, and digital demands. Mixed methods can be used to combine quantitative pattern mapping with in-depth narratives of work experiences. Intervention research is also crucial to test the effectiveness of resilience training programs, mindfulness-based interventions, mentoring, coaching, and well-being programs for Generation Z workers.

Fifth, the research agenda needs to be strengthened within the context of developing countries, including Indonesia. Most of the available literature still originates from global contexts and specific sectors. Yet, Generation Z in Indonesia faces unique challenges, such as job competition, digital transformation, career uncertainty, productivity pressures, and changing work values. Future research should examine whether factors such as organizational support, leadership style, psychological safety, work flexibility, and work culture influence Generation Z resilience in the local context.

Sixth, future research needs to link resilience to the strategic agenda of human resource management. Resilience should not only be understood as an individual's ability to withstand stress, but also as the result of a healthy work system. Therefore, HRM needs to be positioned as a crucial actor in fostering resilience through realistic recruitment, supportive onboarding, strengths-based leadership, respectful communication, humane work design, and mental health programs. Thus, the study of Generation Z resilience can provide theoretical contributions to the literature on organizational behavior and practical contributions to managing young workers in the modern workplace.

CONCLUSION

This Systematic Literature Review demonstrates that the study of Generation Z resilience in the workplace has become an increasingly relevant topic within human resource management, organizational behavior, and work psychology literature. The VOSviewer mapping results indicate that the term resilience occupies a central position and is strongly connected with themes such as stress, burnout, mental health, employee well-being, work engagement, occupational health, mindfulness, emotional intelligence, and young employees.

This finding confirms that resilience is not only understood as an individual's ability to withstand pressure but also as an adaptive capacity that enables young workers to navigate the dynamics of the modern workplace.

This study found that Generation Z's resilience in the workplace is influenced by three main groups of factors. First, individual factors, including mindfulness, self-compassion, emotional intelligence, cognitive reappraisal, hardiness, grit, and job crafting, support young workers in managing stress, regulating emotions, and developing adaptive responses to challenging work situations. Second, organizational factors, including respectful communication, psychosocial safety climate, perceived organizational support, social support, and strengths-based leadership, demonstrate that resilience is not solely determined by personal characteristics but is also shaped by supportive workplace environments. Third, occupational risk factors, including job stress, workplace bullying, workplace incivility, workplace violence, work intensity, and career uncertainty, represent important challenges that explain the need for resilience among young workers in managing workplace pressures.

The synthesis results also indicate that resilience significantly influences various psychological and workplace outcomes. Resilience can reduce the negative effects of stress, burnout, anxiety, depression, psychological distress, and suicidal ideation. Furthermore, resilience contributes to increased employee well-being, work engagement, job satisfaction, job performance, employee thriving, and career adaptability. These findings are consistent with studies by Kim et al. (2020), Roy et al. (2019), Şanlı et al. (2024), LaGree et al. (2023), Breevaart and Van Woerkom (2024), and Zhang et al. (2025), which demonstrate that resilience functions as both a protective factor and a psychological resource within workplace contexts (Breevaart & Van Woerkom, 2024; Kim et al., 2020; LaGree et al., 2023b; Roy et al., 2019b; Şanlı et al., 2024; Zhang et al., 2025).

Theoretically, this study shows that resilience research continues to apply several theoretical perspectives, including Resilience Theory, Conservation of Resources Theory, the Job Demands-Resources Model, positive psychology, and organizational support perspectives. However, these theories are often applied independently. Therefore, future studies on Generation Z resilience require more integrative conceptual models that explain the relationships among job demands, organizational support, psychological resources, resilience, well-being, work engagement, burnout, and career adaptability. Through such integration, resilience can be understood not merely as an individual characteristic but as a psychological and organizational process developed through interactions between individuals and their work environments.

From a methodological perspective, the reviewed literature was predominantly characterized by quantitative approaches using cross-sectional designs, surveys, regression analysis, structural equation modeling (SEM), partial least squares structural equation modeling (PLS-SEM), mediation analysis, and moderation analysis. Although these approaches are useful for examining relationships among variables, they remain limited in explaining the dynamic process of resilience development over time. Therefore, future research should incorporate longitudinal designs, mixed-method approaches, qualitative studies, and intervention-based research to provide deeper insights into Generation Z's experiences in dealing with workplace pressure, career uncertainty, digital transformation, and organizational demands.

This study also identified gaps related to population and research contexts. Although several studies have examined young employees, early-career employees, and young workers, the term Generation Z has not emerged as a dominant cluster in the VOSviewer mapping. This indicates that specific research on Generation Z workplace resilience remains limited. Furthermore, existing resilience studies have primarily focused on sectors such as healthcare, tourism, hospitality, education, communication, and information technology. Research conducted in developing country contexts, including Indonesia, requires further development. This context is important because Generation Z workers in developing countries face distinctive challenges, including labor market uncertainty, digital transformation, productivity demands, and the need for adaptive organizational support.

Practically, the findings of this Systematic Literature Review highlight that organizations should consider Generation Z workplace resilience as a strategic issue in human resource management. Resilience should not be viewed solely as an individual responsibility; rather, organizations need to establish supportive work systems through respectful communication, organizational support, strengths-based leadership, psychological safety, well-being programs, mentoring, supportive onboarding processes, and adaptive work designs. These strategies are essential for enabling Generation Z workers not only to cope with workplace pressures but also to thrive, remain engaged, and develop sustainable careers.

Thus, this study concludes that Generation Z resilience in the workplace is a multidimensional construct shaped by individual resources, organizational support, and workplace challenges, with significant implications for mental health, employee well-being, work engagement, and career adaptability. This study contributes by mapping the structure of existing literature, identifying thematic clusters, synthesizing factors influencing resilience, and highlighting research gaps and future directions. The findings provide an important foundation for further research development and the design of human resource management practices that are more responsive to the needs of Generation Z workers.

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