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“The Role of Positive psychology in managing the generation Z workforce: A Review of Literature”

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ABSTRACT

The study synthesizes existing literature and proposes a conceptual framework to create thriving workplaces. By 2030, Gen Z will make up 30% of the total workforce as per the reports , articles and HR research studies. Generation Z, which includes people born between 1997 and 2012, is now entering or already working in jobs. Their basic needs are money, growth, freedom, a sense of purpose, and respect. The paper looks at important ideas in positive psychology, such as optimism, emotional intelligence, mindfulness, and strengths-based development. It looks at how traditional methods have not met the needs of Gen Z and how the PERMA model and inclusive leadership can boost their motivation and keep them around. Generation Z is known for putting a lot of emphasis on work-life balance, purpose, and mental health. Over the past 10 years, empirical research has consistently demonstrated that Gen Z workers place a higher value on inclusive corporate cultures, meaningful employment, and mental health support than they do on merely financial incentives. This is a change from previous workforce models that were primarily motivated by financial incentives and job stability. As a result, businesses must adapt their HR procedures to meet changing demands.

KEYWORDS:

Meaningful work, employee engagement, positive psychology, generation Z, health priority, worklife balance, mental health , happiness, positive lifestyle.

INTRODUCTION

In recent years, workplaces have undergone significant transformation due to the entry of Generation Z, a cohort known for its digital orientation and strong emphasis on personal well-being. They prioritize personal life goals, happiness, passions and ecological concerns (Adecco, 2015; Bartold, 2015; Fedock, 2017; Black et al., 2017; Villa & Dorsey, 2017), this group will eventually comprise the majority of consumers and workers, along with Millennials (Gen Y) Due to which organizations are implementing advanced technologies to attract and retain the gen Z . According to research, Gen Z is more financially cautious than other generations in addition to being more aware of and knowledgeable about world events. They exhibit "greater freedom of expression and greater openness to understanding different kinds of people." They also consume in a more moral manner (Prosser et al., 2023). This viewpoint allows people to stay loyal to their own principles and objectives while gaining a distinctive understanding of others.

With work needs, organizations now have to prioritize positive psychology, which focuses on enhancing individual strengths, well-being, and mental health. Promoting positive emotions, resilience, and engagement, it offers practical strategies to improve employee performance and satisfaction. The traditional drawbacks can be managed by providing work flexibility and motivation to the gen z employees. Past studies show the significant impact of technology on life of gen Z (Mohr et al., 2017; Seemiller & Grace, 2017). According to the research Ningsih, L. A. (2024, December). “LITERATURE ANALYSIS: THE ROLE OF POSITIVE PSYCHOLOGY ON WORK MOTIVATION OF GENERATION Z EMPLOYEES” that use positive psychology techniques are better positioned to increase employee satisfaction, retention, and productivity in a workforce that is dominated by Gen Z, and instead of just treating mental illness, positive psychology, which was first developed by, Seligman, M. E., & Csikszentmihalyi, M. (2014). focuses on comprehending and improving human strengths, well-being, and optimal functioning. It shifts psychology's focus from pathology to human potential by emphasizing concepts like happiness, resilience, meaning in life, and thriving.

Recent research done by Rigel, M. L. (2023). *Positive Leadership* shows that Gen Z employees face a lot of challenges like anxiety, job stress, job insecurity, burnout, continuous validation and approval from seniors and colleagues, and advancement of the digital world. Due to which there is a dire need to address the gen z employees through PPI (positive psychology interventions). These include inclusive workplace culture, positive attitude towards work and lifestyle, gratitude, mentoring. These PPI will show a significant potential in addressing these challenges. Additionally, this generation exhibits a high degree of digital platform adaptation, which makes them particularly receptive to technology-mediated positive psychology therapies, like online well-being programs and mobile mental health applications. Positive psychology and digital technologies can be used to create scalable interventions that are suited to younger populations' preferences and behaviors, because positive psychology offers a proactive strategy for promoting psychological well-being and adaptive functioning in a generation confronting unprecedented challenges, its role in managing Generation Z is becoming more widely acknowledged as both timely and essential (“Saboor, S., Medina, A., & Marciano, L., 2024”).

However, limited empirical attention has been given specifically to how positive psychology practices influence the performances and well being of the gen z employees. There is a gap in understanding how to effectively tailor positive psychological constructs to meet the unique psychological needs, expectations, and challenges of the Gen Z workforce, especially in dynamic and diverse organizational settings. To make generation-specific management strategies that improve well-being, engagement, and organizational outcomes, we need to fill this gap.

This study's contribution will provide a deeper comprehension and greater understanding of Gen Z's relationship to the workforce and how positive psychology influences the workplace and them.

Objectives of the study

1. This study's main goal is to investigate how positive psychology can be used to manage Generation Z employees.

2. It aims to investigate how Gen Z workers' job satisfaction, productivity, and organizational commitment can be improved by applying positive psychology concepts such well-being, resilience, motivation, strengths-based growth, and employee engagement.
3. In order to address the distinct expectations, values, and behavioral characteristics of Generation Z, the study also seeks to pinpoint particular positive psychology interventions and practices that businesses might implement in order to promote a positive and productive workplace.

LITERATURE REVIEW

According to Martin Seligman (1998), positive psychology is “the scientific study of what makes life worth living,” emphasizing human strengths, well-being, and optimal functioning

Globalization, worker demographic changes, and technological improvements are all having a major impact on the modern workplace. Born between 1997 and 2012, Generation Z is a new generation of workers that have grown up surrounded by digital technology and online platforms, radically altering organizational dynamics and workplace expectations. Their psychological and motivational demands are frequently unmet by traditional management techniques. Positive psychology, which places an emphasis on strengths, welfare, and optimal functioning, has become a pertinent framework for effectively managing Gen Z employees in this context. Expectations “(Dhand, S., Kar, R., Singh, A., Pathak, U. K., Pandey, A., Subramanian, J., & Randhawa, S. K., 2025)”

An imbalance between workload and rewards results from employment demands that beyond an individual's capabilities or expectations (Pandey, 2020). Time stress, anxiety stress, role expectation conflict, coworker support, and work-life balance are some of the elements of workplace stress that Shukla and Srivastava (2016) found. Workplace stress is influenced by both internal (personality) and external (relationships with coworkers, superiors, or working conditions) variables (Zulfa in Bimawa, 2021).

Positive feelings can considerably lessen workplace stress, according to research. According to Fredrickson's (1998) Broaden and Build hypothesis, people who experience pleasant emotions are able to think more broadly and develop enduring personal resources, both of which can lower stress. This notion is supported by (Diener et al., 2020), who demonstrate how positive emotions boost self-assurance, creativity, teamwork, and leadership—all of which contribute to the development of a more resilient workforce. (Elkheloufi and Yean, 2022) discovered that workers with high levels of positive emotions and minimal job demands perform better. People who experience positive emotions are more able to overcome obstacles, feel more content, and enhance their general well-being. (Srivastava & Sahu, 2017)

Positive psychology is regularly framed by research as a strengths-based approach that emphasizes resilience, optimism, meaning, and wellbeing (Froman, L., 2010). Positive psychology benefits people in the following ways: Develop coping mechanisms and resilience, Boost feelings of thankfulness, happiness, and positivity Boost connections and your sense of purpose in life. These characteristics are very important for Generation Z because they deal with: Increased levels of

stress and anxiety, social comparison and digital overload, Uncertainty over future employment, Enhances coping with stress at work, Building good relations and discovering the purpose, Promotes mental stability, healthy life and emotional regulation (Froman, L., 2010)

The risk faced by gen z during work has led to the evolvement of concept of positive psychology. The challenges faced by gen z include Diminished self-worth Identity, instability and external validation, Strength-based introspection, Digital weariness, information overload, and cognitive overload Anxiety over social media comparison, Organizational Change and Intergenerational Challenges. Organizations may have four or even five generations working together as a result of Gen Z joining the workforce. Conflict situations and "intergenerational biases, stereotypes, and misperceptions" can result from generational disparities in the workplace.

Generation Z in the Workforce and Workplace Context HRM must change when Gen Z enters the workforce by redefining entry-level positions in addition to recruiting them in a different way and providing a variety of work-related advantages

Although previous studies have explored positive psychology and employee well being, limited research specifically examine its role in managing gen z particularly in terms of health, mental well being , work life balance , positive lifestyle in modern work environments (Hutomo et al., 2024).

For many years, the notion of ambition was straightforward: rise quickly, make more money, lead larger teams, and pursue championships. However, that concept is slowly crumbling among younger workers joining the workforce today.

Gen Z workers are choosing to leave the traditional race across industries because they no longer see the benefits, not because they lack motivation

Recent studies of the world's workforce show a dramatic change. A growing majority of young workers believe that emotional stability, mental health, and predictable lives are more important than promotions or corner offices, and nearly half no longer identify as "ambitious" in the traditional career sense. 47% of workers no longer want to move up the corporate ladder, preferring balance and a sense of belonging above hierarchy, according to another sizable international research.

A recent Gen Z workforce poll found that 41% of young adults would gladly take lower compensation in exchange for consistent hours and psychological safety, while 52% of young adults choose emotional stability over career advancement. Job titles, seniority, and lengthy employment are examples of traditional success indicators that are becoming less relevant.

"Having time to live my life is my ambition," says Mehak, a 26-year-old Delhi-based digital marketer. "I perform my job well, but I don't want work to take up all of my thoughts."

There are still several limitations in place despite strong evidence: Overuse of metrics from self-reports, Inadequate long-term studies on Gen Z specifically Cultural bias in the concept of well-being and Issues with participation in digital PPIs

These limitations highlight the need for considerably more culturally sensitive and context-specific research.

To enhance employee well-being and organizational effectiveness, the Positive Psychology Framework combines the PERMA Model, Psychological Capital (PsyCap), and Self-Determination Theory (SDT). PsyCap places more emphasis on hope, efficacy, resilience, and optimism than the PERMA Model does on positive emotions, engagement, relationships, purpose, and accomplishment. Autonomy, competence, and relatedness are highlighted by SDT as essential motivational requirements. HRM practices including employee engagement, leadership support, training and development, and a healthy work environment are all supported by these frameworks. Organizations can thereby improve the work engagement, job satisfaction, well-being, retention, and general performance of Gen Z employees.

By combining generational workforce management with positive psychology concepts, this study adds to the body of literature by concentrating on Generation Z workers. This research provides a generation-specific and contextually informed perspective on the utilization of positive psychological resources to enhance engagement, well-being, and retention among Gen Z employees, distinguishing it from prior studies that examine psychological capital or generational traits in isolation. The research offers valuable managerial insights for the application of positive psychology frameworks in contemporary business environments.

RESEARCH METHODOLOGY

Design of the Study

To understand the many studies on “The Role of Positive psychology in managing the generation Z workforce”, we applied a systematic review technique. The objective is to aggregate the existing knowledge regarding the application of positive psychology in managing the Generation Z employees. To gain a detailed and comprehensive understanding of the topic, a systematic literature review is appropriate as it facilitates the identification, evaluation, and synthesis of findings from multiple studies. Finding, evaluating, and interpreting all relevant research that is currently available in relation to research issues, fields of study, or newly developing areas of interest is the process of conducting a systematic review (Kitchenham et al., 2007). The objectives of carrying out a systematic review are to provide an overview of the available data regarding a technology or treatment, highlight the benefits of a particular approach, identify areas of existing literature that require additional research. These goals coincide with the purpose of our review.

Data

Sources

In our study, primarily the secondary data were used from trustworthy academic databases, including: Science Direct, Google Scholar, Web of Science, and Scopus

Search Technique

The Appropriate material was found using the keyword-based search approach. The following keywords and combinations listed below were used:

"Positive Workplace Psychology"

"Gen Z and Workforce Management"

"Positive Psychology AND Worker Engagement"

"Gen Z AND Welfare"

"Psychological Capital AND Generation Z

Exclusion and Inclusion Standards

Inclusion Standards:

Peer-reviewed journal papers

Research carried out from 2015 to 2025, which ensures its relevance today.

Articles that highlight: "Positive psychology, workforce behaviour, or Generation Z employees' motivation, engagement, or well-being in the workplace"

Elimination Standards:

Non-academic resources (opinion pieces, blogs)

Full-text studies are not available.

Research that has nothing to do with the workplace or organization

Only relevant and high-quality studies are included thanks to this filtering procedure.

The study's variables independent variables include

Positive Feelings

Engagement in Work

The Significance of Work

Empowerment via Psychology

Workplace Connections

Dependent variables include

Employee Performance

Organizational Commitment,

Job Satisfaction

Retention Intention

These variables were chosen based on well-established research that connects favorable psychological traits to worker outcomes.

Result and Discussion

The current study finds a high correlation between positive psychological constructs and the workforce results of Generation Z, based on a thorough evaluation of the literature. The results support the study's conceptual framework, which holds that aspects of positive psychology have an impact on worker performance, retention, and satisfaction.

1.1 Positive Feelings' Effect on Gen Z Workers

According to research, Mardhatilla, A. (2024), Gen Z workers' job stress and anxiety are considerably reduced when they experience positive emotions like optimism, thankfulness, and contentment. Positive emotions improve creativity, problem-solving skills, and cognitive flexibility, according to the broaden-and-build idea. Positive emotional experiences help Gen Z, who deal with high levels of digital stress, social comparison, and job instability, adjust to the workplace and have better mental health.

1.2 Role of Work Engagement

The findings reveal that **employee engagement** is a key determinant of productivity and job satisfaction among Gen Z employees. Positive psychology practices such as recognition, feedback, and strengths-based approaches increase engagement levels.

Engaged Gen Z employees are more likely to demonstrate:

- Higher productivity
- Better organizational commitment
- Lower turnover intentions

1.3 Importance of Work with Meaning

According to the report, meaningful employment is one of the major factors affecting Gen Z workers Gopal, D., Sengupta, A., & Abraham, C. (2025).. Unlike previous generations, Gen Z prioritizes personal fulfillment, purpose, and alignment with company goals over traditional success indicators like hierarchy and income.

Employees who feel that their work has purpose exhibit:

A rise in contentment at work

Increased motivation

Increased retention intentions

1.4 PsyCap and Psychological Empowering

The study concludes that enhancing the performance and adaptability of Gen Z workers requires psychological capital, which includes hope, resilience, optimism, and self-efficacy. Positive psychology interventions help with:

Building resilience to prevent stress and burnout, increasing self-assurance and self-efficacy, and cultivating a growth-oriented mindset is especially important for Generation Z, who often deal with worry, uncertainty, and the need for ongoing confirmation.

1.5 Workplace Relationships and Organizational Culture

The results show that **positive workplace relationships** and **inclusive organizational culture** significantly influence Gen Z employee outcomes.

Supportive leadership, open communication, and psychological safety lead to:

- Increased employee well-being

- Stronger team collaboration
- Higher retention rates

Gen Z employees prefer workplaces that are inclusive, respectful, and emotionally supportive. All things considered, the study shows that positive psychology is an effective instrument for matching organizational procedures with the demands of Generation Z workers. Organizations may successfully manage and retain this developing workforce by emphasizing psychological qualities, engagement, meaningful work, and well-being.

Future scope of the study

There are still some topics that might be further explored, even though the current study used a literature-based strategy to provide informative information regarding the impact of positive psychology in managing the Generation Z workforce.

First of all, establishing a connection between labor outcomes and positive psychology traits is more challenging due to the study's reliance on secondary data. Future research can focus on empirical studies using primary data collection methods like surveys, interviews, and experiments to validate the proposed conceptual framework and the relationships between variables like positive emotions, work engagement, psychological empowerment, and employee outcomes.

Second, longitudinal studies are required to investigate the long-term effects of positive psychology interventions on Generation Z workers. Long-term research can offer greater insights into the sustainability of well-being, engagement, and retention results because Gen Z is still developing in the workforce.

Thirdly, more studies can look into how various leadership philosophies—such as transformational, inclusive, and servant leadership—might be used to positive psychology techniques.

Furthermore, in order to properly represent the complexity of contemporary workplaces, future research might broaden the current paradigm by include additional variables like organizational justice, diversity and inclusion, employee experience, and hybrid work settings. Finally, future research should concentrate on creating more robust, multi-method approaches to improve the reliability and generalizability of findings, given the constraints that have been recognized, such as the over-reliance on self-reported data and the dearth of empirical research relevant to Generation Z

CONCLUSION

Positive psychology plays an important role in managing gen z workforce because it aligns with the goal of the organization in gaining success. Positive psychology helps in employee retention, innovative work, efficiency by focusing on the current needs of gen z .Gen z are more conscious about health, worklife balance, happiness as compared to the previous generations due to which organizations have to be more adaptive, employee centric and must value the positive psychology factors .

Organizations that use positive psychological practices will probably have a better competitive edge due to a healthier and more motivated workforce as Gen Z makes up a larger portion of the global workforce. When gen z feel psychologically safe they become more productive in work and work more for the success of the organization. Therefore , organizations must focus on these factors for future success because a large portion of workforce will be gen z. in the coming years. Organizations will prosper if they focus more on the human centric strategies which will place a high priority on the workplace and workforce needs by giving more preference to employee well being , meaningful work, continuous feedback, supportive leadership.

This can be accomplished by fostering a supportive work environment and providing mental health assistance as well as developing fair and transparent policies essential to business success in the contemporary period.

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