Article Reviews

Navigating Technostressor: A Systematic Literature Review of Millennial Entrepreneurs

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Received : September 11, 2025	Revised : September 25, 2025	Accepted : September 29, 2025	Online : October 15, 2025

Abstract

This study aims to identify, analyze, and synthesize the phenomenon of technostress among millennial entrepreneurs, focusing on the psychological, social, and individual performance impacts in the context of digital entrepreneurship. In an era of ever-evolving technology, technostress has become a significant challenge for millennial entrepreneurs who are heavily reliant on technology in managing their businesses. This study employs the Systematic Literature Review (SLR) methodology, collecting Scopus-indexed articles published from 2023 to 2025 that are relevant to the topic of technostress among the millennial population. A total of 46 selected Scopus articles were analyzed using a thematic analysis approach to identify the causal factors, psychological impacts, and coping strategies used by millennial entrepreneurs. The results showed that technostress among millennial entrepreneurs is influenced by factors such as the prevalence of always-on technology, information overload, and the complexity of rapidly evolving technology. The main psychological impacts that arise are anxiety, stress, digital fatigue, and decreased sleep quality, which affect well-being and business performance. However, coping strategies such as mindfulness, setting technology boundaries, and social support have been proven effective in reducing the impact of technostress. The novelty of this research lies in the development of propositions linking technostress to the dynamics of millennial entrepreneurship, as well as the importance of digital readiness and digital performance measurement in mitigating its negative impacts. The practical implications of this research suggest that millennial entrepreneurs employ holistic and personalized coping strategies, as well as seek relevant social support, to maintain their well-being and business sustainability. This research also contributes theoretically by expanding the understanding of the relationship between technostress and digital entrepreneurship, while also opening up directions for more comprehensive and contextual future research.

Keywords *Technostressor, Millennials, Coping strategies, SLR*

INTRODUCTION

Millennials are a demographic group that grew up in an era of rapid digital technology advancement, known as digital natives who are familiar with the internet, social media, and smart devices (Prensky, 2001; Helsper & Eynon, 2010). In the context of entrepreneurship, this group increasingly utilises digital technology to build, manage, and expand businesses, making technology a key foundation for modern business models (Autio et al., 2018; Nambisan, 2017). This shows that the role of technology is not only instrumental but also strategic in connecting millennial entrepreneurs with broader and more dynamic markets. However, high dependence on technology has consequences in the form of technostress, which is psychological pressure resulting from interaction with new technology or excessive use (Brod, 1984; Tarafdar et al., 2007). This phenomenon is increasingly relevant to millennial entrepreneurs, who often face unlimited workloads, demands to stay up-to-date with the latest software, and the intrusion of technology into their personal lives (Ragu-Nathan et al., 2008; Maier et al., 2015; Ayyagari et al., 2011). Forms of technostress such as techno-overload, techno-invasion, and techno-complexity have been shown

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to have a negative impact on mental health, productivity, and the quality of business decisions (Tarafdar et al., 2020; Fischer & Riedl, 2017).

Many existing studies on technostress tend to focus on employee populations in established organisations, such as the banking industry (Jain et al., 2025), the public sector (Håkansta et al., 2025), or educational institutions (Kuadey et al., 2024; Navia et al., 2024; Sokół & Koc, 2024; Manzanero et al., 2024; Navia et al., 2023). Although the findings from these studies provide a valuable basis for understanding the antecedents and consequences of technostress in general (Jain et al., 2024), the experiences of millennial entrepreneurs may differ significantly. Millennial entrepreneurs often operate in highly dynamic environments, with more informal organisational structures, limited resources, and intense pressure to continuously innovate and adapt to rapid technological change. Models developed for traditional employees, such as the Techno HRM Engagement Model (THEM) (Aggarwal & Standley, 2024), may not fully capture the complex dynamics of technostress faced by millennial entrepreneurs who have greater autonomy but also broader responsibilities. Furthermore, while some studies discuss the impact of advanced technologies such as service robots (Heirati et al., 2025) or artificial intelligence (AI) (Goudira, 2024; Hole et al., 2024) on the workplace, they often do not specifically link these to technostress among millennial entrepreneurs. The unintended consequences of this technology, although relevant, require further exploration in the context of millennial entrepreneurship, which may have limitations in effectively managing or integrating such technology. Studies on consumers' non-adoption intentions towards new technology (Al-Adwan, 2024) also provide insights into the challenges of technology adoption, but do not directly address the technostress experienced by entrepreneurs themselves.

Research focusing on small business owners (Thurik et al., 2024; Benzari et al., 2024) does provide closer insights, but often does not explicitly distinguish between generations. Generational differences in technology use, expectations, and coping strategies can influence how technostress is experienced and managed. Although there are highly relevant studies exploring technostress issues among young entrepreneurs in Indonesia (Adha et al., 2024), this specific geographical focus limits the generalisation of findings to the global millennial entrepreneur context. Furthermore, research on the validation of technostress measurement instruments among university students (Manzanero et al., 2024) or the impact of technostress on academic performance (Navia et al., 2024) highlights the importance of accurate measurement. However, scales validated for university students may not fully capture the relevant dimensions of technostress or its intensity among millennial entrepreneurs.

The urgency of this research is reinforced by the fact that most of the literature on technostress still focuses on the context of organisations or office workers, while research on entrepreneurs, especially those from the millennial generation, is still very limited (Salo et al., 2019; Yu et al., 2022; Jain et al., 2024). In fact, with the increasing number of millennial entrepreneurs who are highly dependent on digital technology, understanding the dynamics of technostress in the context of entrepreneurship is crucial not only to maintain individual well-being but also to ensure business sustainability and innovation in the digital era (Tarafdar et al., 2015; Weinert et al., 2020). Therefore, this study offers novelty by conducting a systematic literature review on technostress among millennial entrepreneurs, thereby bridging the knowledge gap and providing theoretical and practical contributions to the development of digital entrepreneurship.

LITERATURE REVIEW

Definition and Evolution of Technostress

The concept of technostress was first introduced by Brod in 1984, defined as "the inability to cope with new computer technology in a healthy way" (Adha et al., 2024). Since then, this

terminology has evolved alongside the evolution of information and communication technology (ICT). Initially, the primary focus was on the negative impacts of adopting new technology in the workplace, including computer anxiety and resistance to change. However, as ICT has become increasingly pervasive in every aspect of life, the definition of technostress has broadened to include the pressure arising from the extensive and continuous use of technology, not just its initial adoption (Brod, 1984). In today's digital age, technostress is often associated with phenomena such as information overload, constant connectivity, and multitasking imposed by technology. Kumar (2024) highlights in his comprehensive literature review that technostress is a prominent "dark side" phenomenon of technology use, emphasizing its detrimental effects on various aspects, including psychological, physiological, and emotional impacts, as well as its impact on work-life balance.

Technostress in Millennial Entrepreneurship

In the context of entrepreneurship, technostress has unique and significant dimensions. Entrepreneurs, especially those operating in a digital environment, are highly dependent on technology to run their businesses, from digital marketing and operational management to communication with customers and suppliers. This dependence, while bringing many benefits, also opens the door to various forms of technostress. For example, the pressure to always be responsive to customer emails or messages, manage various social media platforms, or constantly update software and systems can trigger techno-overload and techno-invasion (Moher et al., 2010). Research indicates that technostress can impact business performance, innovation, and the well-being of entrepreneurs. Simba et al. (2025) found that, although entrepreneurs rely heavily on digital technology, there is still a lack of knowledge about how to balance technology use with well-being. They also identified that entrepreneurial passion and perceived behavioural control are predictors of technostress among entrepreneurs (Simba et al., 2025). Millennial entrepreneurs often lack formal IT support, structured training, or clear work boundaries, all of which can exacerbate their technostress experience (Adha et al., 2024).

Millennial entrepreneurs are often founders or leaders of start-ups, which means they are responsible for every aspect of the business, from product development to marketing, sales, and financial management. All of these roles are highly dependent on technology, which means they are simultaneously exposed to various sources of technostress. The pressure to always be connected, respond quickly, and master the latest technology to remain competitive can lead to high levels of techno-overload and techno-invasion. In addition, the lack of clear boundaries between work and personal life, which is often a hallmark of entrepreneurship, can exacerbate techno-invasion, leading to fatigue and burnout (Benzari et al., 2024). Another relevant aspect is the pressure to innovate and adopt new technologies continuously. In a fast-paced business environment, millennial entrepreneurs must always be at the forefront of technological innovation to maintain a competitive edge. This can lead to significant techno-complexity and techno-uncertainty, as they must constantly learn and invest in technologies that may be unproven or could become obsolete quickly. Concerns about data security and privacy can also be a source of techno-insecurity, especially for entrepreneurs who manage sensitive customer information (Hole et al., 2024).

The Role of the Millennial Generation

Millennials have a complex relationship with technology. As the first generation to grow up with the internet and digital devices, they are often considered to be tech-savvy and adaptable users. However, this proficiency does not necessarily make them immune to technostress. In fact, the expectation to always be connected and stay up-to-date with the latest technology can be a source of pressure. Millennial entrepreneurs may feel pressured to continually update their digital

skills, stay current with the latest technology trends, and maintain a robust online presence to remain competitive. Adha et al. (2024), in their study of young entrepreneurs in Indonesia, found that extensive use of technology can cause technostress, with the leading causes being rapid technological change, social media pressure, the need for constant communication, high expectations, cybersecurity issues, and the integration of work and personal life. This shows that although millennials are adaptable to technology, they are also vulnerable to its negative aspects.

Coping Strategies and Resilience

To overcome technostress, both individual and organizational coping strategies are essential. At the individual level, developing digital literacy, effective time management, and maintaining a healthy work-life balance can help manage techno-complexity and reduce overload, boosting confidence in technology use (Navia et al., 2024; Jain et al., 2024). Deliberate strategies, such as setting boundaries with technology, decluttering digital life, adopting intentional work habits, using technology wisely, and prioritizing both mental and physical health, including digital detox and mindfulness, are also effective (Velzeboer, 2025). Social support from entrepreneurial communities or mentors further strengthens resilience. At the organizational level, management support, relevant technology training, and ergonomic workplaces play important roles. While most research focuses on large organizations, these strategies are also applicable to millennial entrepreneurs and small startups; independent entrepreneurs can practice self-management and seek community support, while startups benefit from a culture that supports work-life balance, technology training, and a comfortable work environment (Navia et al., 2024; Jain et al., 2024).

RESEARCH METHOD

This study aims to identify, analyse, and synthesise the latest literature on the phenomenon of technostress among millennials, with a focus on the psychological, social, and individual performance impacts. This phenomenon is increasingly relevant as dependence on digital technology increases in various aspects of life, including education, work, and social interaction. The methodology used in this study is a Systematic Literature Review (SLR), which aims to identify, analyse, and synthesise the latest literature on technostress among millennials. In this context, technostress refers to the stress experienced by individuals in response to excessive use of technology or the complexity of digital technology (Tarafdar et al., 2007). This study collected articles indexed in Scopus that were published between 2023 and 2025, focusing on studies that discussed the millennial. In total, 46 Scopus articles that met the inclusion and exclusion criteria were selected for analysis.

The article selection process was conducted systematically, following these steps. First, a literature search was conducted using the Scopus database with the keywords "technostress", "Business", and publication years between 2023-2025. The selected articles were those published in peer-reviewed journals and relevant to the topic of technostress and involving the millennial population. Articles that were not accessible in full text or that were not relevant to the topic were excluded from the analysis. After the search process using Publish or Perish and selection, the selected articles were further analysed to understand the factors causing technostress, its impact on psychological well-being, and the coping strategies used by millennials. In data analysis, a qualitative approach was employed to identify the main themes that emerged from the literature, including the factors contributing to technostress, its psychological impacts, and the coping mechanisms individuals use to manage technology-related stress. These themes were explored through thematic analysis, which grouped findings based on context and similarities in the concepts present in the articles.

FINDINGS AND DISCUSSION

Based on a thematic analysis of 46 articles, it was found that research on technostress is generally divided into three main themes, namely the causes of technostress, psychological impacts, and coping strategies. The causes of technostress are generally related to the characteristics of always-on technology (Aggarwal & Stanley, 2024; Adha et al., 2024), information overload (Valta et al., 2025; Al-Adwan, 2024; Ly & Ly, 2024; Jain et al., 2024; Çini et al., 2023; Lanzl et al., 2023), and the complexity and rapid change of technology (Cao et al., 2025; Rodríguez et al., 2024; Li et al., 2024; De & Chattopadhyay, 2024; Goudira, 2024; Hole et al., 2024; Zhao et al., 2023; Irfan et al., 2023; Cai & McKenna, 2023; Przytuła et al., 2024). These factors indicate that individuals and organisations often face challenges in adapting to the ever-changing digital environment.

Meanwhile, the psychological impact of technostress has become the primary focus of various studies, with the most discussed aspects including anxiety and stress (Jain et al., 2025; Arya et al., 2025; Hew et al., 2024; Park et al., 2024; Wach et al., 2023; Siddiqui et al., 2023; Koç, 2023; Lestari et al., 2023; Navia et al., 2023), digital fatigue (Heirati et al., 2025; Håkansta et al., 2025; Thurik et al., 2024; Kuadey et al., 2024; Sokół & Koc, 2024; Benzari et al., 2024; Curbano, 2024; Rajput & Sharma, 2024; Abousweilem et al., 2023; Maipita et al., 2023; Mangundu & Mayayise, 2023; Rosman et al., 2023; Navia et al., 2024), as well as a decline in sleep quality (Rašticová et al., 2025; Manzanero et al., 2024). These impacts not only affect individuals' mental and physical health but also impact work performance and employee retention.

In addition, coping strategies for dealing with technostress have also been the subject of several studies. The identified approaches include the application of mindfulness and stress management (Alkhayyal & Bajaba, 2024; Salzmann-Erikson et al., 2024), setting limits on technology use (Yıkılmaz et al., 2024), and social support from both the work environment and the community (Weinert et al., 2020). These strategies have been proven effective in reducing the negative impacts of technostress, both at the individual and organisational levels. These findings indicate that technostress is a multidimensional phenomenon influenced by technological, individual, and organisational dynamics. Efforts to prevent and mitigate technostress require a holistic approach that focuses not only on technological aspects but also on psychosocial factors and relevant adaptation strategies.

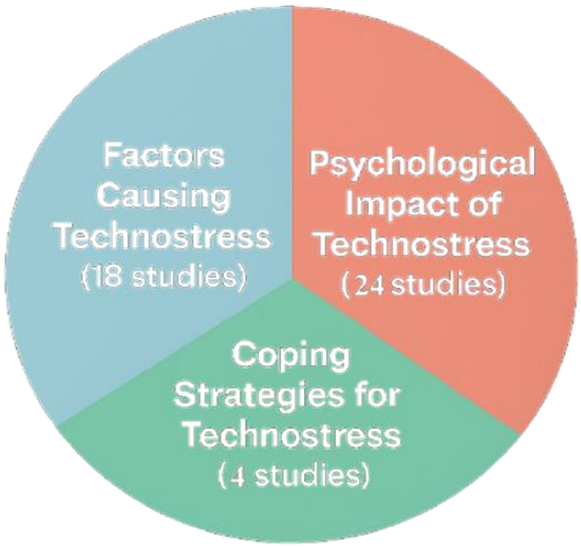

Figure 1. Mapping of Technostressor Causative Factors

This study offers valuable insights into the phenomenon of technostress among millennials, particularly in the context of entrepreneurship, which is increasingly reliant on digital technology. Findings from the SLR conducted indicate that technostress is a multidimensional phenomenon influenced by factors such as technological complexity, information overload, and the need to always be connected to technology (Aggarwal & Stanley, 2024; Cao et al., 2025). This underscores the importance of understanding the impact of ever-evolving technology, not only on individuals but also on the broader business dynamics.

One of the main factors contributing to technostress among millennial entrepreneurs is their reliance on always-on technology, which pressures them to remain constantly connected and respond instantly to client communications, negatively affecting their work-life balance (Aggarwal & Stanley, 2024; Adha et al., 2024). Additionally, the ongoing need to adapt to complex and rapidly evolving technologies increases technostress, as entrepreneurs often struggle with insufficient technological support (Cao et al., 2025; Li et al., 2024). This technostress significantly impacts their psychological well-being, leading to digital fatigue, decreased productivity, and physical and mental exhaustion (Heirati et al., 2025; Thurik et al., 2024). Furthermore, poor sleep quality resulting from technostress can further impair their ability to make sound business decisions (Rašticová et al., 2025; Manzanero et al., 2024).

Beyond psychological impacts, technostress can hinder innovation and entrepreneurs' ability to adapt to market changes, as millennial entrepreneurs often face a dilemma between staying connected for business and experiencing fatigue from information overload and rapid technological changes (Benzari et al., 2024; Adha et al., 2024). This strain can limit creativity and innovative capacity. To cope, both individual and organizational strategies are recommended. Individually, mindfulness, stress management, and setting boundaries in technology use, such as limiting screen time and establishing clear work schedules, can alleviate anxiety and techno-overload (Alkhayyal & Bajaba, 2024; Salzmann-Erikson et al., 2024; Yıkılmaz et al., 2024). Additionally, social support from entrepreneurial communities or mentors can enhance resilience against technology-induced stress (Weinert et al., 2020).

At an organizational level, particularly within start-ups and small businesses, it is crucial to build a culture that supports a healthy work-life balance and provides relevant technology training. As Salzmann-Erikson et al. (2024) suggest, creating an environment that supports well-being can reduce the impact of technology-related stress. Furthermore, implementing policies and programs focused on digital literacy and time management is essential, as entrepreneurs with higher digital literacy tend to have greater confidence in using technology, thereby reducing anxiety and stress (Navia et al., 2024). This underscores that continuous training and skill development are key to mitigating the techno-complexity and techno-uncertainty that are primary sources of technostress.

CONCLUSIONS

In this ever-evolving digital age, technostress has become a major challenge for millennial entrepreneurs who rely on technology to run their businesses. This study reveals that technostress among millennial entrepreneurs is influenced by several factors, including the pervasive use of always-on technology, information overload, and the rapidly evolving complexity of technology. The psychological impacts include anxiety, stress, digital fatigue, and reduced sleep quality, all of which have the potential to affect entrepreneurs' performance and well-being. Therefore, millennial entrepreneurs need to implement effective coping strategies, both individually and in an organizational context, to reduce the negative impacts of technostress and ensure business sustainability and innovation in this digital era. Key findings indicate that high dependence on digital technology for business operations, coupled with market pressures and high expectations for digital presence, substantially increases the vulnerability of millennial entrepreneurs to

technostress. Psychological impacts, such as digital fatigue and burnout, are common consequences that can affect motivation and business performance. However, the research also highlights that individual and collective coping strategies, as well as improvements in digital literacy and digital self-efficacy, can effectively mitigate these negative impacts. The propositions proposed in this study provide a conceptual framework for further exploration of the complex dynamics between technology, technostress, and millennial entrepreneurship.

One of the main shortcomings of existing research is its geographical and sectoral limitations. Existing studies, such as those conducted by Adha et al. (2024) focusing on young entrepreneurs in Indonesia, and research by Thurik et al. (2024) in the small business sector, are still limited to specific local contexts and sectors. Millennial entrepreneurs operate in a highly dynamic environment, often involving high-tech and e-commerce sectors, where the challenges of technostress differ from those in traditional sectors. Several studies have identified effective coping strategies to reduce technostress, such as mindfulness and stress management. However, few have explored how individual factors, particularly digital readiness, influence the success of these coping strategies. Research by Salzmann-Erikson et al. (2024) and Alkhayyal and Bajaba (2024) reveals a relationship between stress management and the wise use of technology; however, it does not specifically investigate how factors such as digital readiness or digital performance influence the effectiveness of coping strategies.

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