

37<sup>th</sup> World Summit on  
**Positive Psychology, Happiness, Mindfulness & Wellness**  
April 29, 2024 | Paris, France

Volume : 13

## **Positive Leadership: To Navigate the Future Workforce by Addressing Anxiety and Self- Efficacy in Millennials and Generation Z**

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**Statement of the Problem:** Although there exists research on the rising levels of anxiety observed among Millennials and Generation Z in the workplace, the topic remains under-researched in terms of understanding the factors that influence their well-being. Hence, the paper, to the best of the authors' knowledge, is one of the first attempts that further examines the generations' well-being by exploring the potential of positive leadership through the lens of self-efficacy.

**Methodology & Theoretical Orientation:** This paper uses a quantitative research approach. The data was collected from individuals representing Generation Y and Generation Z through a questionnaire that was constructed based on an extensive literature review and incorporated established standardized scales to accurately measure constructs such as anxiety, well-being, self-efficacy, and their perception on positive leadership traits (PERMA-Lead). Findings: The paper's findings highlight the declining well-being of Generation Z and Millennials in the modern workforce. This deterioration of well-being is exacerbated by factors such as VUCA-related changes, COVID-19, and the Fourth Industrial Revolution. Furthermore, the results validate the influence of anxiety on both self-efficacy and life difficulties. The importance of PERMA-Lead in increasing self-efficacy and thus, reducing anxiety is emphasized. Lastly, this study establishes a foundation for future models aimed at improving organizational success by fostering the well-being of young professionals. Conclusion & Significance: To our knowledge, this study is an initial contribution to the ongoing discourse on workforce well-being. It sheds light on the role of positive leadership in addressing mental health challenges among Millennials and Generation Z. Recommendations are provided regarding the role of positive leadership in addressing mental health challenges among Millennials and Generation Z. The study lays the groundwork for future models to enhance organizational success by promoting the well-being of young talent.

### **Biography**

Leonor Almeida, Associate Professor at the Faculty of Human Sciences of the Portuguese Catholic University. Coordinator of the degree in Psychology. Coordinator of the Postgraduate Degree in Communication and Positive Psychology: Contributions to Well-Being in Organizations and Advanced Training in Emotional Intelligence. Researcher at CRC-W - Católica Research Center for Psychological, Family and Social Wellbeing. She defines herself as an interdisciplinary researcher in Psychology, with a special focus on Psychological Assessment in Organizations, Creativity and Leadership, and is currently developing research on Creativity, Values and Well-being in an Organizational Context and Measures for Assessment of Creativity. She is also involved in the design and evaluation of interdisciplinary interventions aimed at promoting creativity in organizations. She has been teaching for 30 years. Her teaching areas focus on Social and Organizational Psychology and Psychological Assessment, coordinating curricular units that establish bridges between Psychology, Management and Human Resources Management. She has several national and international peer-reviewed publications in magazines, book chapters and conference proceedings.

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Abstract received : March 15, 2024 | Abstract accepted : March 18, 2024 | Abstract published : 04-05-2024