Research Paper

Navigating Technostressor: A Systematic Literature Review of Millennial Entrepreneurs

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Abstract

Digital technology dependency by millennial entrepreneurs can lead to the phenomenon known as technostress, which can negatively impact the decision-making process in their businesses, their productivity levels, and their mental health. A study into technostress among millennial entrepreneurs in the digital economy is proposed, examining the psychological, social, and performance consequences of this phenomenon. The study aims to gain insight into the effects technostress has on the performance of individuals and the social environment of digital entrepreneurship. Research was undertaken using a Systematic Literature Review methodology in which studies in the Scopus-indexed literature from 2023 to 2025 were consulted, which dealt with technostress. Forty-six Scopus-indexed articles relating to the theme of millennial entrepreneurs were subject to a thematic analysis to find the causal factors that contributed to the entrepreneurs, the psychological impact upon the entrepreneurs, and their coping strategies. The data showed that stress due to technology affects millennial business founders in relation to always-on technology, high amounts of information, and rapid technological advancements. Excessive computer use may lead to a variety of psychological effects, including a rise in stress levels, anxiety, sleep quality, and a state of physical and mental exhaustion known as burnout. Moreover, this study reveals the importance of assessing a firm's digital readiness and its digital performance. This assessment may reduce the impact of technostress on these companies. In order to sustain their businesses, entrepreneurs need to adopt a comprehensive approach to coping strategies and ensure they have a support network to preserve their mental well-being. The research into this area adds to the existing body of theory by providing a deeper understanding of technostress' implications for digital start-ups and proposing new avenues for future research that could be more complex and detailed.

Keywords: *Technostressor, Millennials, Coping strategies, Systematic Literature Review*

INTRODUCTION

Born approximately between the early 1980s and the mid-1990s, millennials have grown up in a world of rapid technological advancements, where computers and the internet have been a normal part of their daily lives from an early age rather than since birth (Helsper & Eynon, 2010; Prensky, 2001). As such, they are often referred to as digital natives. This group of entrepreneurs increasingly makes use of digital technology in building and managing their companies, as well as in expanding them, to help their businesses. In this way, technology is the backbone for the business models used by many modern organizations (Nambisan, 2017). This suggests that technology plays a dual role in the entrepreneurial journey of millennials, both instrumental and strategic, in enabling them to connect with a larger and more dynamic market (Autio et al., 2018).

The over-reliance on technology has been identified as a cause of technostress, a term coined by Brod (1984) that defines the mental strain stemming from technology interaction or overuse (Tarafdar et al., 2015). Millennials experience work-life imbalance as a result of technology invading their private lives, their continuous requirement to be up-to-date with the latest

technology, and the infinite workloads that they encounter. Tarafdar et al. (2007) found that forms of information and communication technology (ICT) related stress, known as technostress, have been shown to cause psychological and physiological problems (Ayyagari et al., 2011; Lundgren & Zhou, 2017; Maier et al., 2015; Myers & Majluf, 1984). Types of technostress, such as information and communication technology (ICT) overload, ICT invasion, and ICT complexity, have been shown to have a negative impact on psychological health, productivity, and the quality of business decisions (Fischer & Riedl, 2017; Tarafdar et al., 2019).

Many existing studies on technostress tend to focus on employee populations in established organizations, such as banking, public sector, and educational institutions (Andrade Navia et al., 2024; Håkansta et al., 2025; Jain et al., 2025; Kuadey et al., 2024). Although the findings from these studies provide a valuable basis for the antecedents and consequences of technostress in general (Jain et al., 2024), the experiences of millennial entrepreneurs may be very different. Millennial business people today typically work in rapidly changing conditions and frequently have loosely structured businesses, meager funds, and the constant necessity to innovate and improvise as a result of rapid technological advancements. Given that models developed with traditional employees in mind may not fully capture the complexities of the stress caused by technology on the work and personal lives of these business people, this stress may be different for millennials with more independence (Aggarwal & Stanley, 2025). Studies of technostress amongst young entrepreneurs have typically focused on conventional office technology and have not explored its relationship to the newest technological innovations. The reasons for technostress amongst young business owners have not been extensively examined. It is thought that technology can hurt the mental health of millennial entrepreneurs (Al-Adwan, 2024; Heirati et al., 2025; Hole et al., 2024).

Research into the specific needs of small businesses does reveal some useful insights, yet it often fails to account for the differences between the various age groups. Age-based differences in technology use and expectations can influence the amount of technostress felt by an individual. People's reactions to technology problems also vary by generation (Benzari et al., 2024; Thurik et al., 2024). Specific studies have been carried out into the issue of technostress experienced by young Indonesian entrepreneurs (Adha et al., 2026). However, their geographical focus limits the generalization of the findings to the rest of the world's millennial entrepreneurs. Studies that have validated technostress questionnaires for university students have raised questions over the quality of these scales. It may be that these scales fail to capture the experience of technostress for owners of technology businesses (Beltrán-Manzanero et al., 2024).

The academic community should undertake research into the stresses caused by technology, known as technostress, because it affects young business people. The main focus should be on those who are millennials. Research has so far largely been focused on those employed in an office environment, with very little research directed at those who are self-employed (Jain et al., 2024; Salo et al., 2019; Yu et al., 2022). Numerous individuals from the millennial generation have set up their own businesses, and the overwhelming majority rely on the internet. It would be a serious oversight to undervalue the significance of being aware of the technology-related stress that these businesses encounter. This is vital not just for the mental health of business owners but also to guarantee the sustainability of a business and to facilitate innovation within a digital environment (Tarafdar et al., 2015; Weinert et al., 2020). This research fulfils an important academic need by conducting a comprehensive review of the literature relating to technostress within millennial entrepreneurs. This should help to bridge the current knowledge gap and offer some suggestions for future theory and practice in the area of digital entrepreneurship.

This paper provides a systematic and integrative review of the existing literature (2023–2025) on the technostress experienced by millennial entrepreneurs that is indexed in Scopus. In this study, technostress in small and medium-sized enterprises is explored by identifying prevalent

forms of technostress, examining the psychological and work performance effects, and summarizing available coping mechanisms found in the literature. This research aims to answer the following questions:

- RQ1: What technostressors are most frequently reported among millennial entrepreneurs in recent literature (2023–2025)?
- RQ2: What psychological, social, and individual performance consequences of technostress are identified for millennial entrepreneurs?
- RQ3: What coping strategies are discussed as effective in mitigating technostress among millennial entrepreneurs?

This review brings together research on technostress, which has predominantly focused on employees in established organizations, to examine how it affects and is coped with by a hitherto overlooked group, the millennial entrepreneur. In the field of technostress, synthesizing the research already done involves three main aspects: first, highlighting the commonalities among research conducted; second, bringing out the differences among studies in the field; and third, developing key theories to assist in further studies in the same area about start-up firms.

LITERATURE REVIEW
Definition and Evolution of Technostress

The term technostress was coined in 1984 by Cynthia Fisher Brod, who explained it as the negative effects that an individual experiences from the inability to cope with the impact of new computer technology (Adha et al., 2026). The concept of technostress has been adapted as the pervasive adoption of ICT has increased. The concept of technostress has evolved to encompass more than just the stress experienced at the beginning when adopting new technologies. It now includes the strain that arises from being constantly connected, and the consequences of being overwhelmed with information and having to multitask as a result of technology use in both personal and work life (Brod, 1984). A recent comprehensive literature review, technology use is accompanied by technostress, a major 'dark side' effect that is associated with psychological, physical, and emotional harm. It also impacts work-life balance.

Technostress in Millennial Entrepreneurship

Technostress can manifest itself in various ways amongst entrepreneurs. Companies that heavily depend on computers and especially internet-based businesses rely heavily on them for almost all operations. The course covers several areas, such as the management of the entire supply chain and the effective implementation of digital marketing. The company also interacts with both clients and suppliers. This dependency comes with a drawback; individuals are frequently subjected to various technostress factors. Today, business owners experience a range of pressures stemming from their involvement with computers. Overload and invasion of privacy are two examples of these stresses. These issues can result in loss of revenue and inhibit innovation within a business, ultimately leading to a lower quality of life for the entrepreneur. Simba et al. (2025) found that the people who start businesses rely heavily on digital technology; there is still a lack of information about technology usage and the well-being of these individuals. The study found that perceived behavioral control and entrepreneurial passion were identified as significant predictors of technostress (Simba et al., 2025). Millennial entrepreneurs frequently find themselves without professional IT support, organized training, and clear boundaries between work and personal life. These factors can make their work-related stress worse (Adha et al., 2026).

Millennial entrepreneurs have multiple technology-reliant roles to manage. As primary decision makers, they have many technology-reliant roles to run. This heightens their exposure to various causes of technostress. Prolonged exposure to the constant flow of information and the

need to constantly be connected can ultimately result in individuals experiencing information overload and technology taking over their lives. The constant blending of work and personal life, common to many entrepreneurs, can result in employees being constantly reached and, as a result, feeling exhausted and emotionally drained. The ongoing need for innovation, coupled with the increasing adoption of new technologies, causes significant uncertainty and complexity in the technologies used by millennials in their businesses, a trend that requires constant investment in potentially short-lived technologies. Amongst those whose fears are triggered by new technologies are business people who have the responsibility for handling sensitive data regarding their customers (Benzari et al., 2024; Hole et al., 2024).

While people often believe that those who are younger today are at ease with technology, the greater amount of engagement with technology does not necessarily mean that these individuals are better at handling technostress and could end up being exposed to more demands from technology. The constant expectation to be connected and beau fait with the latest technology can lead to considerable stress. With the fast-paced technological environment in which they operate, younger business owners require constant updates on the digital skills they possess. In addition to this, they must also stay informed of the latest technological developments and maintain a strong web presence so as to remain competitive. In Indonesia, the technology stress experienced by millennial entrepreneurs is discussed by Adha et al. (2025). With regards to technostress, the causes include the expectations placed upon people, the constant need to be online, the pace at which technology is evolving, and security concerns. Additionally, the impact of social media and the blending of work and personal life also need to be considered. The ease with which young adults today adapt to modern technology suggests that they may also be more susceptible to its negative consequences.

Individuals from the millennial generation, who are frequently assumed to possess a high level of digital literacy, actually experience higher levels of technological anxiety. Furthermore, high levels of engagement with technology do not reduce technostress and may increase stressors. The constant requirement to be up to speed with the latest technology and stay connected all the time can create a considerable amount of stress. While young business people today have to keep their computer skills up to date and abreast of all new technology developments, they must also ensure their websites and online profiles remain current. Research conducted on young business owners in Indonesia has identified a link between an over-reliance on technology and stress caused by it. It was identified that rapid change in technology and the need to maintain a continuous line of communication via social networks were causes of stress for the entrepreneurs. Also, the stress came from social pressure and the uncertainty of working in an environment with regular cyber threats. In addition to the stress brought by these factors, there was stress in separating work from personal life due to the constant use of technology. Despite having a natural affinity with technology, young adults are equally susceptible to its negative implications (Adha et al., 2025).

Coping Strategies and Resilience

Technostress can be effectively managed by the integration of personal and business coping methods. These techniques allow users to manage the stress created by technology and preserve their well-being (Jain et al., 2024). Deliberate strategies such as setting boundaries with technology, decluttering digital life, shifting to intentional work habits, using technology wisely, and prioritizing mental and physical health, including digital detox and mindfulness, are also effective (Ioannou, 2023). Support networks, such as entrepreneurial communities or mentors, provide additional sources of resilience. Key factors at an organizational level include the provision of supportive management, the availability of relevant training and technology, and the establishment of ergonomic working conditions. In studies so far, the coping strategies researched are commonly

found in bigger businesses, but these techniques are also applicable to younger business owners and smaller enterprises where internal motivation, friendship, and networking, and boundaries are crucial (Jain et al., 2024).

RESEARCH METHOD

This paper uses a qualitative and exploratory research design employing a Systematic Literature Review (SLR) approach. The SLR was conducted in accordance with the PRISMA guidelines to ensure transparency, reproducibility, and methodological rigor (Moher et al., 2016). The review aimed to identify, analyze, and synthesize secondary data from existing scholarly literature on technostress among millennial entrepreneurs. Due to its extensive coverage of high-quality, peer-reviewed journals in the fields of information systems, management, and entrepreneurship, the Scopus database was selected as the sole data source for this review. A review of recent literature was conducted to identify the most up-to-date research in the field of technostress for millennial entrepreneurs, focusing on articles published between 2023 and 2025.

The period between 2023 and 2025 was purposively selected to capture the most recent and relevant empirical and conceptual developments in technostress research in the context of entrepreneurial and digital businesses. This time span reflects the accelerated digital transformation, intensified technology dependency, and emerging digital work practices that have shaped entrepreneurial activity in the post-pandemic era (Tarafdar et al., 2015; Thurik et al., 2024). Earlier foundational studies were not included in the final synthesis to maintain conceptual consistency and ensure that this review reflects the technological conditions, stressors, and coping mechanisms faced by millennial entrepreneurs today.

Studies relevant to the objectives of this study were selected using a purposive sampling technique based on predefined inclusion and exclusion criteria. Initially, several articles were retrieved from the Scopus database, after which their titles and abstracts were screened for relevance. Subsequently, full-text articles were assessed for eligibility. In total, 46 Scopus-indexed journal articles met the inclusion criteria and were included in the final synthesis. This study relied exclusively on secondary data sources; therefore, no primary data collection methods, such as interviews, focus groups, or surveys, were conducted. The article selection process followed the PRISMA framework across the stages of identification, screening, eligibility, and inclusion.

The search strategy was developed using Boolean operators to ensure comprehensive retrieval of relevant studies. The search string applied was: ("technostress" OR "digital stress") AND ("entrepreneur" OR "business owner" OR "startup") AND ("millennial" OR "young entrepreneur"), and the search was applied to article titles, abstracts, and keywords.

Explicit inclusion and exclusion criteria were applied during the article selection process in accordance with the PRISMA guidelines (Moher et al., 2016). The inclusion criteria were as follows: (1) peer-reviewed journal articles indexed in Scopus; (2) studies published between 2023 and 2025; (3) articles written in English; (4) studies explicitly addressing technostress, digital stress, or technology-related stress; (5) studies focusing on entrepreneurs, business owners, start-ups, or self-employed individuals, particularly within the millennial or young entrepreneur context. The exclusion criteria included: (1) conference papers, book chapters, editorials, and review notes; (2) articles published outside the specified time frame; (3) studies focusing exclusively on employees, students, or non-entrepreneurial populations; (4) studies that did not provide empirical or conceptual relevance to technostress in entrepreneurial settings. These criteria were applied systematically at the title, abstract, and full-text screening stages in line with the PRISMA framework.

Thematic analysis was used to systematically identify, organise, and interpret recurring patterns across the selected studies. The analysis followed an iterative coding process, in which the

articles included in the study were independently reviewed and coded by two researchers. Initial codes were generated based on recurring concepts, terminology, and findings in the literature. These codes were then compared and discussed to resolve discrepancies and refine thematic categories. Theme validation was conducted through consensus discussion, ensuring consistency and conceptual coherence across the identified themes. This process increased the reliability and transparency of the thematic synthesis and reduced the risk of subjective interpretation.

FINDING AND DISCUSSION
Overview of Thematic Findings

Research into the phenomenon of technostress among young adults, as revealed by a thematic analysis of 46 relevant academic papers, indicates that three main areas of concern have emerged: the factors which contribute to the development of technostress, its effects on mental health and productivity, and methods which individuals use to mitigate its impact. Research into technostress has shown that the issue encompasses a variety of different elements. The reasons for technostress appear to be complex and are influenced by factors such as the technology itself, the individual, and the organization (Adha et al., 2025; Aggarwal & Stanley, 2025; Jain et al., 2024). The PRISMA flow of article selection is presented in Figure 1, illustrating the identification, screening, eligibility, and inclusion stages applied in this review.
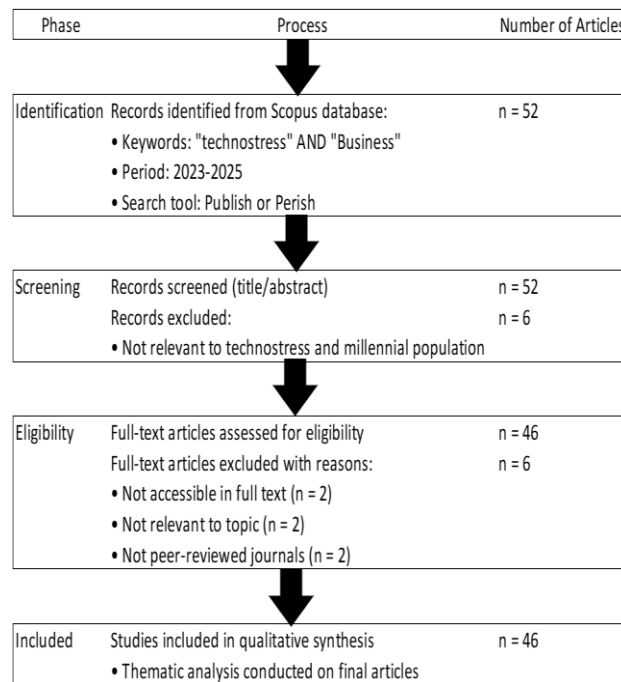
Phase	Process	Number of Articles
Identification	Records identified from Scopus database: • Keywords: "technostress" AND "Business" • Period: 2023-2025 • Search tool: Publish or Perish	n = 52
Screening	Records screened (title/abstract) Records excluded: • Not relevant to technostress and millennial population	n = 52 n = 6
Eligibility	Full-text articles assessed for eligibility Full-text articles excluded with reasons: • Not accessible in full text (n = 2) • Not relevant to topic (n = 2) • Not peer-reviewed journals (n = 2)	n = 46 n = 6
Included	Studies included in qualitative synthesis • Thematic analysis conducted on final articles	n = 46

Figure 1. Result PRISMA Framework

Theme 1: Technostressors (causes of technostress)

Individual studies reveal that the main causes of technostress relate to the nature of the technology itself, the volume of information it generates, and the speed of change within it. The trend of always-on technology brings about a situation where employees are available 24/7. This state of affairs results in employees continually checking their work email even when not at work, and a blurring of the line between their work life and their personal life. The increased use of such technology also increases mental strain on the worker (Adha et al., 2025; Aggarwal & Stanley, 2025).

People experience stress due to an excessive amount of data in digital form. Multitasking in this kind of environment and the constant stream of notifications further place an individual under stress. The resultant strain affects a person's ability to efficiently process information (Al-Adwan, 2024; Çini et al., 2023; Jain et al., 2024; Lanzl, 2023; Ly & Ly, 2024; Valta et al., 2025). In addition, the complexity and rapid evolution of digital technologies require continuous learning and adaptation, thereby increasing uncertainty and stress among users (Cai & McKenna, 2023; Cao et al., 2025; De & Chattopadhyay, 2024; Goudira, 2024; Hole et al., 2024; Irfan et al., 2023; Li et al., 2024; Picazo Rodríguez et al., 2024; Przytuła et al., 2024; Zhao et al., 2023). The research findings highlight the fact that people and companies are faced with ongoing difficulties when it comes to coping with the changing digital world, which regularly calls for skills and abilities that people and companies do not possess.
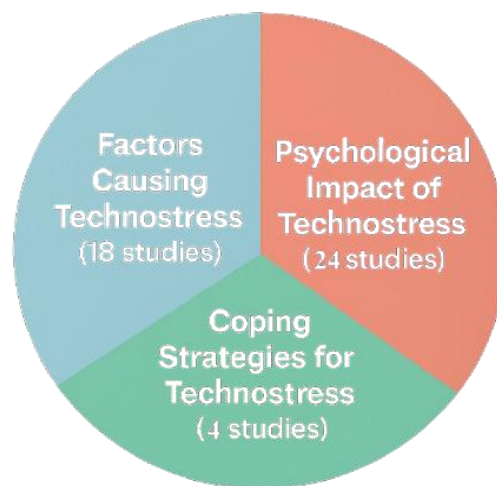

Figure 2. Mapping of Technostressor Causative Factors

Theme 2: Psychological and Performance – related consequences

The most widely studied effects of technostress are the psychological consequences. Studies across the research literature have consistently found a relationship between technology stress and anxiety and stress (Andrade Navia et al., 2024; Arya et al., 2025; Hew et al., 2024; Jain et al., 2025; Koç & Gasimov, 2023; Lestari et al., 2023; Park et al., 2024; Siddiqui et al., 2023; Wach et al., 2023), digital fatigue (Abousweilem et al., 2023; Andrade Navia et al., 2024; Benzari et al., 2024; Curbano, 2024; Håkansta et al., 2025; Heirati et al., 2025; Kuadey et al., 2024; Maipita et al., 2023; Mangundu & Mayayise, 2023; Rajput & Sharma, 2024; Rosman et al., 2023; Sokół & Koç, 2024; Thurik et al., 2024), and declines in sleep quality (Beltrán-Manzanero et al., 2024; Rašticová et al., 2025). The psychological pressures at work affect the employees' mental and physical health and impair work performance, concentration, and long-term commitment. This raises the risk of burnout and the employees' intention to leave the organization.

Theme 3: Coping Strategies and Resilience Mechanisms

Among the research articles considered, the authors found that coping strategies comprised one of the most significant themes. This synthesis demonstrates the beneficial effects of mindfulness and stress management practices on both mental and physical health (Alkhayyal & Bajaba, 2024; Salzmann-Erikson et al., 2024), boundary-setting in technology use, such as limiting screen time and controlling digital notifications, and social support mechanisms from colleagues, entrepreneurial communities, and mentors (Weinert et al., 2020). Researchers suggest that certain methods help employees recover from technostress and help businesses adjust to technology at both a corporate and an individual level

Discussion: Technostress in the context of Millennial Entrepreneurship

This study contributes significantly to our understanding of the pressures of technology among young adults in situations where a lot of digital technologies are used. Among young business owners, stress related to technology stems from the need to stay connected at all times, information overload, and the complexity of technology itself (Aggarwal & Stanley, 2025; Cao et al., 2025). Understanding technostress as a personal rather than organizational issue understates its relevance and importance in today's technology-driven society.

The constant demand to be available through technology can result in millennials being constantly "on the job", which has a detrimental effect on their personal and mental well-being (Adha et al., 2025; Aggarwal & Stanley, 2025). People working in the modern technological environment are suffering from technostress, which is partly due to the rapid pace of technological developments and a lack of support for the technology used. This has led to workers feeling physically exhausted and burnt out, as well as suffering from reduced productivity and digital fatigue (Heirati et al., 2025; Thurik et al., 2024). Sleep quality can further impair judgement and reduce an executive's ability to make rational decisions. This poses a threat to the sustainability of any business (Beltrán-Manzanero et al., 2024; Rašticová et al., 2025). Technostress can cause significant business problems, which are not limited to the psychological area. Those entrepreneurs who fail to keep up with developments in the field will struggle to compete with others who are better placed to innovate and to adapt to rapid technological change. This results in a choice for entrepreneurs: either learn to live with the pace of the modern business world or give in to the exhaustion that comes from keeping up with the rate of technological development (Adha et al., 2025; Benzari et al., 2024).

Addressing the issues at hand calls for interventions from both the individual and organizational viewpoints. Individuals may relieve their stress and anxiety stemming from excessive reliance on technology by adopting specific lifestyle changes. Establishing guidelines that are consistently enforced in the use of technology is crucial. Also beneficial are stress management techniques and mindfulness (Alkhayyal & Bajaba, 2024; Salzmann-Erikson et al., 2024). The ability to use technology more effectively at work can be promoted by offering employees relevant technology training and by creating a work environment that is supportive. This results in employees feeling more confident when they are using technology and feeling less stressed (Andrade Navia et al., 2024). Technostress arises largely from two principal factors - techno-complexity and the uncertainties inherent within technology, both of which require continuous employee training and learning.

CONCLUSIONS

A review of scholarly literature was conducted to examine how technology impacts the well-being of millennial business owners. The research looked at studies published between 2023 and 2025. This study found that technostress consists of various factors that are influenced by individual, organizational, and technological elements. The main causes of technostress found in this survey are excessive and continuous demands of modern technology, information overload, and the constant pressure to keep up to date with the rapid changes in technology (Adha et al., 2025; Aggarwal & Stanley, 2025; Cao et al., 2025).

Across all three studies, significant and consistent associations were found between technostress and a range of negative psychological effects, including anxiety, fatigue, reduced sleep quality, impaired concentration, and a decline in productivity (Heirati et al., 2025; Rašticová et al., 2025; Thurik et al., 2024). The evidence suggests that long-term extensive computer and internet usage has damaging consequences not just for personal health, but also for the long-term survival and entrepreneurial success of businesses.

Technostress mitigation through a combination of social, organizational, and individual-level measures, the reviewer says, is key. Key individual-level techniques in this regard include mindfulness, setting boundaries, and self-regulating your digital life. Besides these, support from society and a firm, through schemes such as mentoring, can also be very beneficial (Alkhayyal & Bajaba, 2024; Andrade Navia et al., 2024; Salzmann-Erikson et al., 2024).

Theoretical Implications

This article adds to technostress theory by expanding stress-based and resource-based views of work into the context of entrepreneurship. Millennials in the workforce are often found to be salaried employees in formal organizations; however, the research illustrates that business owners from this generation encounter different stresses, which are caused by a combination of blurred boundaries between their work and personal lives, constant strain to innovate, and limited resources. This paper contributes to the technostress field by developing a comprehensive theoretical framework. It does this by incorporating the key elements of digital intensity, autonomy, and responsibility, and the way they influence technostress.

Practical Implications

These results demonstrate the necessity for a more even balance between digital business strategies used by millennial entrepreneurs. Individuals can lower their techno-invasion and techno-overload by learning to control their digital exposure. They can achieve this by establishing technology-free periods, using their phone's notification features, and meditating. In terms of organization and environment, the programs that support entrepreneurs should give priority to awareness of mental health, time management, and digital literacy. Mentoring systems and supportive communities can help to further improve performance and resilience when dealing with technology induced stress for the entrepreneur.

LIMITATIONS & FURTHER RESEARCH

This review has its merits, but there are also some drawbacks to it. Research focused on papers in Scopus between 2023 and 2025 might overlook relevant research outside these years or the Scopus database. The findings from various studies may not be directly comparable due to different research designs and methodologies used. Theories and methods employed in technostress research should be examined further by using longitudinal research, studies of people of various cultures, and mixed methods. This will help us to understand how technostress is experienced over time by millennial entrepreneurs and to evaluate the effectiveness of methods used to reduce stress caused by technology.

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