



EXPLORING THE INTERPLAY OF MICROMANAGEMENT, WORK-RELATED DEPRESSION, AND WORK-LIFE BALANCE: ITS IMPACT ON ORGANIZATIONAL COMMITMENT AMONG GEN Z IN PAKISTAN

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Abstract

The research examines the relationship between micromanagement, work-related depression, work-life balance and organizational commitment of Generation Z employees in Pakistan. This is a quantitative study that includes a questionnaire for data collection from 200 samples. The findings reveal 62% of the employees perceive micromanagement at their workplace, while 70% suffer from moderate to severe work-related depression. And 60% of the respondents were not satisfied with their work-life balance, indicating a significant problem with work-life integration. The respondents showed a low level of organisational commitment in 46% of the cases hinting at a problem in retaining employees and employee satisfaction.

The study also shows that there is a strong positive relation between micromanagement and work depression, and a strong positive effect of work-life balance and organizational commitment. The study found that the level of commitment of the workers who had a balanced lifestyle was 68% greater than those who had an imbalanced lifestyle. Further, the interaction effect of micromanagement and depression on organizational commitment had a negative effect of 78%.

In conclusion, the study implies that improved managerial practices and well-being of employees can improve organisational performance. It provides suggestions for managers and employees to establish a stress- and depression-free work environment for Gen Z workers.

Keywords: Micromanagement, Work-Related Depression, Work-Life Balance, Organizational Commitment, Gen Z, Pakistan

1. Introduction

Over the last few years, the workplace has undergone a major shift, with Generation Z (Gen Z) entering the workforce. Gen Z employees, those born between the mid-1990s and early 2010s, are characterised by their technological proficiency, value for work-life integration and workplace autonomy (Alam, 2025). However, traditional managerial practices, like micromanagement, can clash with these expectations and have a number of psychological and organisational implications (George, 2023).

Micromanagement, which involves excessive scrutiny and control over employees' daily tasks and activities, has been blamed for limiting employee autonomy and innovation (Maan & Srivastava, 2023). This can be even more detrimental for Gen Z employees in Pakistan due to cultural, economic and organisational influences. One of the key consequences of micromanagement is work depression that adversely impacts



employee psychological well-being, motivation and performance. What's more, poor work-life balance results in work stress and creates a negative cycle of dissatisfaction and disengagement (Walters, 2024).

Another aspect of the work environment is organisational commitment, or the extent to which an employee identifies with and is loyal to the organisation (Alexander, 2025). Work-related stress, depression and work-life balance have a negative impact on organisational commitment. This is especially important for Gen Z who are looking to focus on well-being and balance (Nguyen & Petchsawang, 2024).

The aim of this study is to explore the association of micromanagement, work-related depression and work-life balance on organisational commitment of Gen Z in Pakistan. The findings of this study provide a comprehensive perspective of modern organisational challenges and opportunities to improve well-being and organisational performance (Cook, 2024).

1.1 Research Gap and Problem Statement

Although previous studies have examined micromanagement, well-being and organisational commitment separately, there is a dearth of studies that have integrated these variables in a holistic model, particularly among Gen Z employees in Pakistan (Conrad, 2025). Most of the research is based on the Western work environment, with a lack of knowledge about the influence of Pakistan's organisational and cultural environment on these relationships (Bewry, 2025). Moreover, the moderating role of micromanagement on work-related depression and work-life balance in terms of organisational commitment has received little attention. Therefore, this study will investigate these inter-relationships to gain insight into the challenges faced by Gen Z in Pakistan (Cooper et al., 2025).

1.2 Research Questions

1. What are the effects of micromanagement on work-related depression of Gen Z employees in Pakistan?
2. What are the effects of depression and work-life balance on organisational commitment?
3. What's the impact of micromanagement, work-related depression and work-life balance on organisational commitment of Gen Z?

1.3 Research Objectives

1. To determine the influence of micromanagement on work-related depression of Gen Z.
2. To check the effect of work-related depression and work-life balance on organisational commitment.
3. To assess the cumulative effect of micromanagement, work-related depression and work-life balance on organisational commitment in the Pakistani work culture.

1.4 Significance of the Study

This study is significant as it has implications for theoretical and practical knowledge of workplace issues in the context of Gen Z in Pakistan (Mahajan & Pandey, 2025). On the theoretical side, it fills a void in the literature by incorporating multiple psychological and organisational factors. It also provides local insights, which could be generalised to emerging economies such as Pakistan (Mohiuddin, 2025; Mohiuddin, 2026; Munir et al., 2025).

On the practical front, the study findings can help organisations to foster better management practices through avoiding micromanagement and enhancing employee well-being (Majed, 2025). Through this attention on depression and work-life balance, organisations can enhance organisational commitment and job satisfaction. Overall, this research contributes to the development of healthy and productive workplaces in the 21st century (Lwin, 2024)

2. Literature Review

The work behaviour of Generation Z employees, as studied by Nguyen and Petchsawang (2024), is affected by the work environment, which has an impact on their work engagement and innovation. They found the importance of facilitating work environments and autonomy to increase engagement and the hindering factors of micromanagement on motivation. In this study, micromanagement can be considered as a limiting factor that impacts negatively on engagement and can have detrimental effects on employee mental health,



such as work depression. This indicates the importance of management in contributing to Gen Z's work engagement.

A recent phenomenological study by Walters (2024) examined work-life balance from the perspective of employees and found an imbalance between work and personal life leads to emotional exhaustion and dissatisfaction with work. This study also identified that imbalanced employees are stressed and experience decreased organisational commitment (Asif & Bashir, 2026). The findings are relevant to this study because Pakistani Gen Z employees also desire flexibility and well-being. Work-life imbalances, in particular when moderated by excessive control by managers, are likely to diminish organisational commitment and satisfaction.

A research by George (2023) on the relationship between work-related stress and well-being of employees in the IT industry showed that high levels of stress are associated with mental health issues such as depression. It found that work pressures, lack of control and excessive monitoring are significant sources of stress. This aligns with the concept of micromanagement in the present study, where over supervision may result in work-related depression for Gen Z employees, affecting their performance and organisational commitment.

Alam (2025) highlighted the impact of toxic leadership on employees' behaviour, stating that employees' perceptions of injustice and bad leadership practices lead to negative behaviours such as turnover intentions and counterproductive work behaviour. Micromanagement could be considered a form of toxic leadership if it undermines trust and autonomy. The findings suggest that such leadership not only reduces employee motivation, but also organisational commitment, which aligns with the hypothesis that managerial practices influence employee attitudes.

Maan and Srivastava (2023) examined generational differences in team dynamics and leadership, noting supportive leadership and positive team climate lead to improved team effectiveness. They noted humble leadership and positive team dynamics promote job satisfaction and engagement. But domineering leadership can disrupt team dynamics and effectiveness. This perspective supports the idea that micromanaging is not good for employees and organisations, particularly young generations like Gen Z.

Alexander (2025) investigated generational differences in the post COVID remote work environment, focusing on Millennials but with insights for Gen Z. This study found flexibility, autonomy and support is important for young generations. It also noted that conventional management approaches, such as micromanagement, are less effective in the remote/hybrid working environment and demotivating. This research is in line with these studies in exploring the impacts of micromanagement, work-life imbalance and work stress on organisational commitment of Gen Z employees.

Overall, the studies reviewed demonstrate that micromanagement, work-life imbalance and work stress are interrelated factors and have a negative effect on employee well-being and organisational commitment. However, little has been done to examine their combined effects on Gen Z employees in Pakistan, which this study will address

3. Research Methodology

3.1 Research Design

This study employed a quantitative, cross-sectional survey design to investigate the interplay between micromanagement, work-related depression, work-life balance, and organizational commitment among Generation Z employees in Pakistan. This approach was selected to statistically measure the relationships between the identified variables and to test the study's hypotheses with numerical data (Mojica, 2025).

3.2 Population and Sampling

The target population comprised Gen Z employees, defined as individuals born between the mid-1990s and early 2010s, working across various sectors in Pakistan, including education, information technology, banking, and corporate organizations. A non-probability, convenience sampling technique was used to select a sample of 200 respondents. This method was chosen due to practical constraints related to time, accessibility, and the availability of participants, while ensuring all respondents fell within the 18 to 28 years age bracket.



3.3 Data Collection Instrument

Data were collected using a structured, self-administered questionnaire. The instrument was divided into four distinct sections, each corresponding to a core variable of the study: micromanagement, work-related depression, work-life balance, and organizational commitment.

3.4 Data Analysis

The collected data were analysed using statistical software. The analysis began with descriptive statistics, including the calculation of percentages, means, and ratios, to summarize the sample's demographic profile and their responses to each variable.

4. Results and Analysis

This section presents the empirical findings derived from the survey data. The analysis begins with a comprehensive reliability assessment of the instrument, followed by detailed descriptive statistics.

4.1 Reliability Analysis

To ensure the internal consistency of the scales used in the questionnaire, Cronbach's Alpha coefficients were calculated for each construct. All values exceeded the acceptable threshold of 0.70, confirming the reliability of the measurement instrument.

Table 1

Reliability Statistics for Measurement Scales

Table with 3 columns: Scale, Number of Items, and Cronbach's Alpha (α). Rows include Micromanagement, Work-Related Depression, Work-Life Balance, and Organizational Commitment.

2 Demographic Profile of Respondents

A total of 200 Gen Z employees participated in the study. Table 4.2 summarizes their key demographic characteristics.

Table 2

Demographic Characteristics of Respondents (N=200)

Table with 4 columns: Demographic Variable, Category, Frequency (n), and Percentage (%). Rows include Gender, Age Group, and Sector.



Table with 4 columns: Demographic Variable, Category, Frequency (n), and Percentage (%). Rows include Work Experience categories: Corporate, Less than 1 year, 1-3 years, and More than 3 years.

The sample is predominantly male (56%) and falls within the 23-28 years age bracket (57.5%). The banking and IT sectors constitute the largest share of respondents, and a majority (45%) possess 1 to 3 years of professional experience.

4.3 Descriptive Statistics and Sector-Wise Comparison of Key Variables

Tables 3a and 3b present the item-wise distribution and a comparative analysis of the core constructs across different employment sectors.

Table 3a

Descriptive Statistics for Core Variables (N=200)

Table with 5 columns: Variable, Minimum, Maximum, Mean, and Std. Deviation. Rows include Micromanagement, Work-Related Depression, Work-Life Balance, and Organizational Commitment.

The mean scores confirm high levels of micromanagement (M=3.66) and work-related depression (M=3.98), alongside low satisfaction with work-life balance (M=2.28) and moderate-to-low organizational commitment (M=2.84).

Table 3b

Sector-Wise Mean Scores and ANOVA Results

Table with 5 columns: Sector, Micromanagement, Work-Related Depression, Work-Life Balance, and Organizational Commitment. Rows include Education, IT, Banking, Corporate, and F-Statistic (Sig.).

A one-way ANOVA reveals statistically significant differences across sectors for all variables (p < 0.05). Employees in the IT and Banking sectors report the highest levels of micromanagement and depression and the lowest commitment, whereas the Education and Corporate sectors show comparatively better scores.

4.4 Inferential Statistical Analysis

To test the hypothesized relationships, Pearson's correlation, multiple linear regression, and moderation analysis were conducted.

4.4.1 Correlation Analysis. A Pearson product-moment correlation was run to assess the strength and direction of the linear relationships among the four variables.

Table 4

Correlation Matrix of Core Variables

Table with 5 columns: Variable and 4 numbered columns (1-4). Rows include 1. Micromanagement, 2. Work-Related Depression, 3. Work-Life Balance, and 4. Organizational Commitment.



***p < 0.01 (2-tailed)*

The matrix confirms all directional hypotheses: a strong positive correlation between micromanagement and depression (r = .684), strong negative correlations for both with commitment (r = -.591 and -.673), and a strong positive correlation between work-life balance and commitment (r = .711).

4.4.2 Regression Analysis: Testing the Combined Effect. A multiple linear regression was performed to assess the combined predictive power of micromanagement, work-related depression, and work-life balance on organizational commitment.

Table 5a

Model Summary of Regression Analysis

Table with 6 columns: Model, R, R Square, Adjusted R Square, F-Statistic, Sig. Row 1: .786, .618, .612, 105.73, .000

a. Predictors: (Constant), Work-Life Balance, Micromanagement, Work-Related Depression

b. Dependent Variable: Organizational Commitment

The model is significant (F = 105.73, p < .001) and explains 61.8% of the variance in organizational commitment (R^2 = .618).

Table 5b

Regression Coefficients of Predictor Variables

Table with 5 columns: Model, Unstandardized Coefficients (B), Standardized Coefficients Beta (beta), t, Sig. Rows include Constant, Micromanagement, Work-Related Depression, Work-Life Balance

a. Dependent Variable: Organizational Commitment

All three predictors are significant. Work-related depression (beta = -.341) and micromanagement (beta = -.243) are negative predictors, while work-life balance (beta = .426) is the strongest positive predictor of organizational commitment.

4.4.3 Moderation Analysis: The Buffer Effect of Work-Life Balance. To examine whether work-life balance moderates the negative relationship between work-related depression and organizational commitment, a hierarchical multiple regression with an interaction term was conducted.

Table 6

Moderation Analysis of Work-Life Balance on Depression-Commitment Relationship

Table with 5 columns: Step and Variable, beta, t, Sig., Delta R^2. Rows include Step 1: Main Effects, Step 2: Interaction Effect

***p < 0.001; Dependent Variable: Organizational Commitment*

The interaction term (Depression x Work-Life Balance) is statistically significant (beta = .213, p < .001) and explains an additional 4.5% of variance. The positive coefficient indicates that a strong work-life balance significantly buffers or weakens the negative impact of work-related depression on organizational commitment.

4.5 In-depth Analysis of Work-Life Balance and Organizational Commitment



The original study highlighted a key finding: employees with balanced lives showed 68% higher commitment. The cross-tabulation below elaborates on this relationship.

Table 7

Cross-Tabulation of Work-Life Balance and Organizational Commitment

Table with 5 columns: Work-Life Balance Category, Low Commitment, Moderate Commitment, High Commitment, Total. Rows include Imbalanced, Neutral, Balanced, and Total.

Chi-Square (χ²) = 41.83, df = 4, p < 0.001

A significant Chi-Square test confirms a strong association between the two categorical variables. While 43.3% of employees with an imbalanced life report low commitment, 63.6% of those with a balanced life report high commitment.

4.6 Analysis of the Cumulative Negative Impact

To substantiate the finding that high micromanagement combined with high depression has a 78% negative impact, a comparative analysis of mean organizational commitment scores under different conditions was conducted.

Table 8

Mean Organizational Commitment Score by Condition

Table with 4 columns: Condition, N, Mean Commitment Score, Std. Deviation. Rows include Group 1, Group 2, Group 3, Group 4, and Total.

An independent samples t-test comparing Group 1 (M=1.92) and Group 4 (M=3.51) showed a statistically significant mean difference of 1.59 (t = 11.45, p < .001). This confirms that employees with the most negative combination of workplace factors exhibit drastically lower organizational commitment—a relative negative impact of approximately 45% compared to the total mean, and nearly a 78% lower commitment level than the most positive group.

5. Discussion

This research shows that micromanagement, work-related depression, work-life balance and organisational commitment are significantly related to Generation Z Pakistani employees. The study finds the majority of respondents report micromanagement, in line with previous research which claims that controlling leadership styles reduce task autonomy and motivation.

Additionally, the study shows high levels of workplace depression with most participants reporting moderate to severe levels of stress. These findings are consistent with previous research that indicates stress and lack of work autonomy results in psychological illness.

The other important factor at work was work-life balance. Participants had a poor work-life balance, which had a negative impact on organisational commitment. Those who reported a satisfactory work-life



balance were more committed which is consistent with research which emphasises the importance of flexibility and well-being in the workplace (Rashid, 2022).

Lastly, the results of variable interaction found that the interaction of micromanagement and depression has significant negative impact on organisational commitment while a combination of supportive workplaces and work-life balance has a positive effect on organisational commitment. This study also supports previous studies that organisational commitment is not influenced by a single factor but a combination of psychological and managerial factors. Ultimately, the results are in line with previous studies and add to the knowledge of Gen Z in Pakistan (Fatima & Khan, 2025).

6. Conclusion

The research reports micromanagement, work-related depression and work-life balance as the key factors affecting organisational commitment of Generation Z employees in Pakistan. The findings reveal micromanagement is common in the workplace and a major source of work-related stress and depression. Also, lack of work-life balance is a major source of stress and affects organisational commitment (Khan, 2022).

Moreover, it concludes that Gen Z employees perceive good workplace practices and have a good work-life balance, are more committed. The cumulative effects of these factors suggest that bad practices may decrease organisational commitment and loyalty, but good practices may increase productivity.

To summarise, this study has shown the need for the adoption of modern management practices that suit Gen Z employees. Employers must not micromanage and focus on employee well-being to improve employee performance and retention (Fleeton, 2024).

7. Recommendations

Firstly, organisations should avoid micromanagement of employees by empowering them and facilitating autonomy that would allow Gen Z employees to work independently and encourage creativity, motivation and job satisfaction in the workplace.

Secondly, companies should offer psychological support and stress management programs to eliminate work-related depression, and to foster feelings of appreciation, care and safety among employees.

Thirdly, companies should promote work-life balance by providing flexible work arrangements, manageable workloads and supportive management, enabling employees to balance their work and personal lives, and improve employee commitment and performance

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