

THE EFFECT OF EMOTIONAL INTELLIGENCE AND CAREER ADAPTABILITY ON CAREER SUCCESS OF GENERATION Z EMPLOYEES IN LAMONGAN REGENCY

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ABSTRACT

Generation Z needs to create a work identity that refers to the process of creating a sense of self and relationships in the world of work. The goal of this study is to determine how emotional intelligence and career adaptability influence employee career success in generation Z in Lamongan Regency. This study uses a quantitative research method with a sample of 100 respondents. The data used in this study were obtained by distributing questionnaires that were analyzed using SPSS version 27. The study findings show that there is a partial positive and considerable relationship between the factors of emotional intelligence and career adaptability on an employee career success in generation Z in Lamongan Regency of $t_{count} X_1 = 4,976$, $X_2 = 4,438 > t_{table} = 1.664$. Simultaneously, The variables of emotional intelligence and career adaptability have a significant positive impact on employee career success of employees in generation Z in Lamongan Regency of f count (65.001) > f table (3.09). Then the emotional intelligence variable has the most dominant influence of (X_1) = 0,459 on career success of employees in generation Z in Lamongan Regency compared to the career adaptability variable.

INTRODUCTION

Generation is often associated with age, which influences our view of social change and current technologies. Generation Z was born between 1997 and 2012. They grew up with the Internet and have been accustomed to social media technologies since childhood. In addition to sophisticated technology, Generation Z is accustomed to rapid change and is open to new things. Generation Z needs to develop a work identity that is related to the process of self-discovery and relationship building in the workplace. This includes the ability to think emotionally and adapt to the work environment.

The reason behind this research related to career success is the career uncertainty experienced by generation Z employees, especially in Lamongan Regency. The career uncertainty experienced by

generation Z employees is caused by issues related to volatility, uncertainty, complexity, and ambiguity or what is usually called VUCA (Breen., 2017; Barhate *et al.*, 2024). The VUCA issue is related to great resignation, racial justice movements, political polarization, and climate change activism. In Indonesia, career uncertainty occurs due to great resignations that are often carried out by companies for budget efficiency. This condition causes many employees from generation Z to experience career uncertainty. Therefore, this study focuses on the theme of career success.

Career success has been extensively studied by previous studies (Gaile *et al.*, 2024; Mittal, 2020; Vibhor *et al.*, 2020). However, these studies are still conditional depending on the problems of the researchers, the objects and observed contexts. This provides the present study with the opportunity to conceptualize models and solutions to problems encountered in Indonesia, particularly those related to career success. Career success is the achievement of desired work outcomes at each stage of work, based on work experience. A different perspective is expressed by Ali *et al.*, (2023) who explain that career success is recognition and appreciation for work achievements and organizational involvement that provide benefits in terms of career advancement and daily life.

Previous research has identified several factors that influence career success (Mello *et al.*, 2023; Soke and Smith, 2022). However, in this study, the author conceptualizes the variables of emotional intelligence and career adaptability as factors that shape career success. Emotional intelligence is a skill to manage emotions in understanding situations and acting based on perceptions (Arta *et al.*, 2023). Therefore, people with high emotional intelligence tend to have high adaptability (Leuhery *et al.*, 2023). Meanwhile, career adaptability is a process of adjusting to the work environment. High adaptability leads to better positioning in the future and fewer perceived career obstacles. Those who have the ability to adapt to new situations will be able to cope with workplace pressure and build trust with colleagues (Shafa *et al.*, 2022). However, problems arise when researchers find inconsistencies in previous studies. Study conducted by Dewi *et al.*, (2023) shows that career adaptability has a negative effect on employees' perceptions of career success. Thus, there is an unsatisfactory relationship career adaptability and career success.

The purpose of this study is to analyze the influence of emotional intelligence and career adaptability partially and simultaneously on career success. Research also contributes practically to provide strategies that managers should use to enhance employee careers. Given that organizations depend on employee success (Rahayu *et al.*, 2024). While theoretically this study contributes to the development of the *Conservation of Resources* (COR) theory, related to the principles of individuals with high adaptability more easily obtain new resources than those with low adaptability. These results are in line with the principles of the *Conservation of Resources* (COR) theory and prove that career success occurs because of employees' ability to manage emotions (stress) and adaptability in the workplace.

RESEARCH METHODS

The quantitative method was used in this study, and the population this study is generation Z employees in Lamongan Regency totaling 170,836 (BPS Kab. Lamongan, 2024). The sample selected in this study was 100 respondents. The determination of this sample used the Slovin formula and the sampling technique used the purposive sampling method. Criteria for respondents in this study were generation Z employees aged 19 to 28 years who resided in Lamongan Regency and had worked for at least 3 years. Data samples will be collected online by distributing questionnaires on Google Forms which will be analyzed using SPSS version 27.

RESULTS AND DISCUSSION

Validity Test

The level of significance in this study uses $\alpha = 5\%$, where data validity is calculated by comparing the calculated r count $> r$ table for each item. See the table below for the results of the test:

Table 1. Validity Test Results

No	Item	r_{count}	r_{table} $\alpha = 0,05$	Results Description
1.	X1.1	0,620	0,197	Valid
	X1.2	0,662	0,197	Valid
	X1.3	0,638	0,197	Valid
	X1.4	0,638	0,197	Valid
	X1.5	0,744	0,197	Valid
	X1.6	0,731	0,197	Valid
2.	X2.1	0,647	0,197	Valid
	X2.2	0,665	0,197	Valid
	X2.3	0,703	0,197	Valid
	X2.4	0,651	0,197	Valid
	X2.5	0,638	0,197	Valid
	X2.6	0,655	0,197	Valid
3.	Y.1	0,688	0,197	Valid
	Y.2	0,756	0,197	Valid
	Y.3	0,761	0,197	Valid
	Y.4	0,792	0,197	Valid
	Y.5	0,815	0,197	Valid
	Y.6	0,742	0,197	Valid

Source: SPSS 27 Processed Data (2025)

Table 1 shows that each question item has a correlation greater than the t table (> 0.197), which means that the question is declared valid and worthy of analysis.

Reliability Test

To measure the consistency of the research questionnaire, a reliability test is needed that refers to the Cronbach Alpha value > 0.60 . The results of this reliability test can be shown in the following table:

Tabel 2. Reliability Test Results

Variable	Cronbach Alpha	Reliability Standar	Description
X1	0,758	0,60	Reliable
X2	0,739	0,60	Reliable
Y	0,852	0,60	Reliable

Source: SPSS 27 Processed Data (2025)

Based on table 2, all reliability coefficient values obtained are more than 0.6, so the instrument used is declared reliable.

Multiple Linear Regression Analysis Test

Table 3. Multiple Linear Regression Analysis Test Results

Coefficients ^a					
Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	2.337	1.907		1.226	
Emotional intelligence	.459	.092	.439	4.976	.000
Career adaptability	.427	.096	.392	4.438	.000

a. Dependent Variable: Career Success

Source: SPSS 27 Processed Data (2025)

From the calculation results in table 3, the regression equation is shown as follows:

$$Y = 2,337 + 0,459X_1 + 0,427X_2$$

The analysis shows that the constant value of 2.337 means that without the influence of independent variables, career success remains at 2.337. The regression coefficients of emotional intelligence (X1) and career adaptability (X2) both have a positive effect on career success, each contributing 0.459 and 0.427. If emotional intelligence and career adaptability are further developed, it will influence the desired level of career success.

Partial t-test

Table 4. Partial t-test Results

Coefficients ^a					
Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	2.337	1.907		1.226	
Emotional intelligence (X1)	.459	.092	.439	4.976	.000
Career adaptability (X2)	.427	.096	.392	4.438	.000

a. Dependent Variable: Career Success (Y)

Source: SPSS 27 Processed Data (2025)

To find out the results of the t-test can be determined using two methods, namely the first by comparing the significance value < 0.05 and t count with t table. The t table value used in this study as 1.664 which was obtained from the formula $(df = n - k)$ $df = 100 - 3 = 97$ (with a significance value of 5%). Based on table 5, the results of the t-test show that:

- Emotional Intelligence have a significant influence on career success because the significance value is $0.000 < 0.05$ and $(4.976 > 1.664)$ we may draw the concluded that H1 is accepted and H0 is rejected.
- Career adaptability have a significant influence on career success because the significance value is $0.000 < 0.05$ and $(4.438 > 1.664)$ we may draw the concluded that H1 is accepted and H0 is rejected.

From the test of two variables between emotional intelligence and career adaptability on career success, it was found that emotional intelligence has a higher value than career adaptability variable, which is 4.976. So it can be concluded that there is a most dominant influence on career success is the emotional intelligence variable compared to the career adaptability variable.

Simultaneous F-Test

Table 5. Simultaneous F-Test results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	542.087	2	271.044	65.001	.000 ^b
	Residual	404.473	97	4.170		
	Total	946.560	99			
a. Dependent Variable: career success						
b. Predictors: (Constant), career adaptability, emotional intelligence						

Source: SPSS 27 Processed Data (2025)

From the calculation of table 5, the F table is 3.09 and the F count is 65.001, so that the calculated F count > F table ($65.001 > 3.09$). Finally, conclusions can be drawn that emotional intelligence and career adaptability together or simultaneously have an effect on career success.

Coefficient of Determination Test

Table 6. Results of Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757 ^a	.573	.564	2.042

a. Predictors: (Constant), career adaptability, emotional intelligence
b. Dependent Variabel : career success

Source: SPSS 27 Processed Data (2025)

The data in table 6 leads to the conclusion that the R Square value of the independent variables emotional intelligence and career adaptability gets a value of 0.573 or 57.3%, meanwhile the 42.7% is impact by additional similar as work experience, ethics, discipline and others.

CONCLUSION

This study underlines that emotional intelligence and career adaptability are significant predictors in influencing career success in generation Z employees in Lamongan Regency. Based on the results of the t-test and F-test which showed a positive and significant impact. However, of the two variables, emotional intelligence is the most effective stimulus in increasing employee career success. The ability to manage emotions plays a role in the career success of generation Z employee. Employees with high levels of emotional control tend to show positive behavior and good attitudes, and conversely employees who have low emotional control tend to show negative behavior. What determines career success is the ability to manage emotions effectively, not just the ability to adapt. This is because high emotional intelligence has been shown to have a strong correlation with career success.

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