

## THE EFFECT OF EMOTIONAL INTELLIGENCE, SOCIAL SUPPORT, AND MOTIVATION ON GEN Z'S WORK COMMITMENT IN MADIUN CITY

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### *Abstrak*

*Penelitian ini bertujuan untuk mengkaji secara empiris pengaruh kecerdasan emosional, dukungan sosial, dan motivasi terhadap komitmen kerja generasi Z di Kota Madiun. Generasi Z merupakan kelompok usia produktif yang kini mulai mendominasi dunia kerja, dengan karakteristik yang menuntut keseimbangan emosional, hubungan sosial yang positif, serta dorongan intrinsik dalam bekerja. Penelitian ini dilakukan terhadap 384 responden dengan pendekatan kuantitatif. Hasil analisis menunjukkan bahwa ketiga variabel independen, yaitu kecerdasan emosional, dukungan sosial, dan motivasi, berkontribusi secara signifikan dalam membentuk tingkat komitmen kerja Gen Z. Temuan ini memberikan implikasi praktis bagi organisasi dan institusi kerja dalam merancang strategi manajemen sumber daya manusia yang lebih adaptif terhadap kebutuhan generasi muda.*

**Kata kunci:** kecerdasan emosional, dukungan sosial, motivasi, komitmen kerja, generasi Z.

### *Abstract*

This study aims to empirically examine the influence of emotional intelligence, social support, and motivation on the work commitment of Generation Z in Madiun City. Generation Z, as part of the productive age group, is increasingly dominating the workforce and is characterized by a strong need for emotional balance, positive social interactions, and intrinsic work motivation. The research was conducted using a quantitative approach with a sample of 384 respondents. The findings indicate that all three independent variables emotional intelligence, social support, and motivation significantly contribute to the formation of work commitment among Gen Z. These results offer practical implications for organizations and institutions in designing human resource strategies that are more responsive to the needs of younger generations.

**Keywords:** emotional intelligence, social support, motivation, work commitment, Generation

## **A. INTRODUCTION**

Generation Z, born between 1997 and 2012, represents the largest demographic group in Indonesia, accounting for 27.94% of the population and dominating the productive age structure. Entering the workforce, this generation exhibits distinct characteristics, including the adoption of a “soft life” mindset that emphasizes work-life balance, mental health, and meaningful work rather than solely financial rewards. Previous studies highlight that recognition, well-being, and career development opportunities play a crucial role in enhancing their affective commitment, while motivation significantly drives loyalty and performance. Surveys further reveal that Gen Z prioritizes work-life balance and value alignment, yet empirical studies focusing on their commitment in the local workforce, particularly in Madiun City, remain limited. Emotional intelligence, social support, and motivation have been shown to strengthen commitment and performance, but their influence on Gen Z employees in this context has not been sufficiently explored. This study therefore aims to examine the effects of emotional intelligence, social support, and motivation on the work commitment of Generation Z in Madiun City.

## **B. METHOD**

This study employed a quantitative research design to examine the influence of emotional intelligence, social support, and motivation on the work commitment of Generation Z employees in Madiun City. The research was conducted over five months (March–July 2025). The population consisted of Gen Z individuals aged 18–28 years who are employed in Madiun. Since the exact population size is unknown, the sample size was determined using the Rao Purba formula with a 5% margin of error, resulting in 384 respondents selected through purposive sampling. Data were collected using a structured questionnaire distributed via Google Form, measured on a five-point Likert scale.

The independent variables were emotional intelligence (X1), social support (X2), and motivation (X3), while the dependent variable was work commitment (Y). The research instrument

was tested for validity using Pearson's product-moment correlation and for reliability using Cronbach's Alpha. Data analysis employed multiple linear regression with the assistance of SPSS version 25. Classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests. Hypotheses were tested using the t-test for partial effects, and the coefficient of determination ( $R^2$ ) was applied to assess the explanatory power of the model.

## C. RESULTS AND DISCUSSIONS

### 1) Emotional Intelligence → Work Commitment

The statistical test indicates that emotional intelligence has a significant and positive effect on work commitment, as shown by the result ( $t = 2.876 > t\text{-table} = 1.966$ ;  $p = 0.004 < 0.05$ ;  $\beta = 0.141$ ). This finding demonstrates that the ability of Gen Z employees to recognize, manage, and regulate their emotions meaningfully contributes to their affective bond with the organization. In practice, employees who are emotionally intelligent are better at adapting to challenges, maintaining professional relationships, and handling stress, which ultimately enhances their organizational commitment. Although the beta coefficient is smaller compared to other variables, emotional intelligence still provides a meaningful foundation that reinforces the emotional connection of employees with their workplace.

### 2) Social Support → Work Commitment

The analysis also confirms that social support significantly influences work commitment, with the result ( $t = 3.399 > t\text{-table} = 1.966$ ;  $p = 0.001 < 0.05$ ;  $\beta = 0.200$ ). This suggests that when employees perceive strong support from supervisors, colleagues, and the broader work environment, they tend to develop stronger loyalty and attachment to the organization. Social support creates a sense of belonging, appreciation, and psychological security, which are particularly important for Gen Z employees who value collaboration and inclusivity in the workplace. Compared to emotional intelligence, the effect of social

support shows a stronger contribution, highlighting the importance of relational and environmental factors in shaping employee commitment.

### 3) **Motivation** → **Work Commitment**

The most substantial finding is observed in the role of motivation, where the test result demonstrates a very strong and significant effect on work commitment ( $t = 8.922 > t\text{-table} = 1.966$ ;  $p = 0.000 < 0.05$ ;  $\beta = 0.528$ ). This indicates that motivation, both intrinsic (such as self-growth, achievement, and recognition) and extrinsic (such as financial rewards and career advancement opportunities), plays a central role in strengthening the organizational commitment of Gen Z employees. The relatively high beta coefficient shows that motivation is the dominant factor compared to emotional intelligence and social support, reflecting that committed employees are those who feel continuously driven and encouraged to achieve both personal and organizational goals.

Furthermore, the coefficient of determination (**Adjusted  $R^2 = 0.674$** ) illustrates that emotional intelligence, social support, and motivation collectively explain **67.4%** of the variance in work commitment, while the remaining **32.6%** is influenced by other variables outside the research model. This result reinforces that the three tested variables are substantial contributors to work commitment among Gen Z employees, with motivation emerging as the strongest predictor.

## D. CONCLUSIONS

Based on the findings and discussion, this study concludes that emotional intelligence, social support, and motivation are essential factors influencing work commitment among Generation Z employees. Emotional intelligence, particularly in aspects such as self-regulation, empathy, and interpersonal communication, plays a role in shaping stronger commitment and can be enhanced through non-technical training and development programs. Social support, reflected in mutual respect, constructive feedback, and open communication, fosters a positive work climate

that enhances loyalty and comfort. Motivation, especially intrinsic drivers such as personal growth, goal setting, and resilience, emerges as a central foundation for sustaining long-term commitment. Furthermore, the work commitment of Generation Z is strongly shaped by personal values, the need for flexibility, and emotional attachment to the workplace. They demonstrate stronger commitment when they feel recognized, given opportunities to grow, and find alignment between individual values and organizational culture. Therefore, organizations should adopt leadership approaches suited to this generation by ensuring openness, support, meaningful development opportunities, and work environments that balance professional and personal life.

## **E. SUGGESTIONS**

Based on the findings of this study, several recommendations are proposed to enhance work commitment among Generation Z employees. Organizations are advised to strengthen employees' emotional intelligence through non-technical training focused on self-regulation, empathy, and effective communication, which can foster emotional stability and a harmonious work environment. For employees, it is important to build a supportive climate by cultivating mutual respect, openness, recognition, and access to adequate information, as these factors reinforce emotional attachment and loyalty to the organization. Generation Z employees themselves are encouraged to maintain strong motivation through clear goal setting, readiness to face challenges, and openness to continuous learning, as intrinsic motivation forms a key foundation for long-term commitment. Lastly, future researchers are recommended to expand this study by incorporating other potential variables such as job satisfaction, organizational culture, or leadership style, in order to provide a broader and more comprehensive understanding of the factors influencing work commitment.

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