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THE IMPACT OF EMOTIONAL INTELLIGENCE AND ADAPTABILITY ON EMPLOYEE PERFORMANCE GEN Z AT THE DEPARTMENT OF COMMUNICATION AND INFORMATICS OF NORTH SUMATRA PROVINCE

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ABSTRACT

This study aims to test and analyze the Impact of Emotional Intelligence and Adaptability on the Performance of Generation Z Employees at the Department of Communication and Information Technology of North Sumatra Province. The research method used is quantitative. The population in this study is all employees at the Department of Communication and Information Technology of North Sumatra Province totaling 105 employees. Sampling was conducted using the census method, so that the entire population was used as the research sample consisting of 105 respondents, divided into Generation Z (56 respondents) and Generation Millennial (49 respondents) as comparative data in the difference test.Data analysis techniques using multiple linear regression and Independent Sample T-Test. With the results of the study: (1) Emotional Intelligence has a positive and significant effect partially on the Performance of Generation Z Employees, this can be seen from the significant value (0.000) < 0.05 and t-count (3.927) > compared to t-table (1.672). (2) Adaptability has a positive and significant effect partially on the Performance of Generation Z Employees, this can be seen from the significant value (0.000) < 0.05 and t-count (4.906) > compared to t-table (1.672). (3) Emotional Intelligence and Adaptability simultaneously has a positive and significant effect on the Performance of Generation Z Employees, can be seen F-count (37.030) > F-table (3.12) and the significance level (0.000) <0.05. (4) There is a significant difference between the performance of Generation Z employees and Millennial Generation employees at the Communication and Informatics Office of North Sumatra Province. This is indicated by a Sig. (2-tailed) value of 0.004 < 0.05, with a t-value of Millennial Gen = -2.978 (df = 103) and t-value of Gen Z = -2.955 (df = 62.831).

Kata Kunci:
Kecerdasan Emosional, Kemampuan Beradaptasi, Kinerja Karyawan, Generasi Z

ABSTRACT

Penelitian ini bertujuan untuk menguji dan menganalisis Dampak Kecerdasan Emosional dan Kemampuan Beradaptasi terhadap Kinerja Karyawan Gen Z di Dinas Komunikasi dan Informatika Provinsi Sumatera Utara.Metode penelitian yang digunakan adalah metode kuantitatif. Populasi dalam penelitian ini adalah seluruh karyawan di Dinas Komunikasi dan Informatika Provinsi Sumatera Utara yang berjumlah 105 karyawan. Pengambilan sampel menggunakan metode sensus sehingga seluruh populasi dijadikan sampel penelitian dengan jumlah 105 responden yang dibedakan menjadi Gen Z (56 responden) dan Gen Milenial (49 responden) sebagai data pembanding pada uji beda.Teknik analisis data menggunakan regresi linear berganda dan uji Independent Sample T-Test. Dengan hasil penelitian: (1) Kecerdasan Emosional berpengaruh positif dan signifikan secara parsial terhadap Kinerja Karyawan Gen Z, hal ini terlihat dari nilai signifikan (0,000) <

0,05 dan thitung (3.927) > ttabel (1.672).(2) Kemampuan Beradaptasi berpengaruh positif dan signifikan secara parsial terhadap Kinerja Karyawan Gen Z, hal ini terlihat dari nilai signifikan (0,000) < 0,05 dan thitung (4.906) > ttabel (1.672). (3) Kecerdasan Emosional dan Kemampuan Beradaptasi secara simultan berpengaruh positif dan signifikan terhadap Kinerja Karyawan Gen Z, dapat dilihat Fhitung (37.030) > Ftabel (3.12) dan tingkat signifikansinya (0,000) < 0,05. (4) Terdapat perbedaan yang signifikan antara kinerja karyawan Generasi Z dengan kinerja karyawan Generasi Milenial di Dinas Komunikasi dan Informatika Provinsi Sumatera Utara. Hal ini ditunjukkan oleh nilai Sig. (2-tailed) = 0,004 < 0,05, dengan nilai thitung Gen Milenial= -2,978 (df = 103) dan thitung Gen Z= -2,955 (df = 62,831).

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1. INTRODUCTION

Achievement success organization is highly dependent on the quality performance employee For fulfil duties and responsibilities each of them answered. When the employee Work optimally, then will impact positive in a way direct to realization vision and mission organization (Amruloh, 2021).

In the age of progress technology very fast information moment this organization must notice No only ability technical employees, but also factors their psychological and interpersonal skills. The importance of matter This the more increase because of the world of work now dominated by generation new, namely Generation Z, who were born between 1997 to 2012 (Sulistiyanto & Abdullah, 2023). Generation Z has characteristics different characteristics : they fast adapt with technology, can do Lots task at the same time, but also tends to sensitive to stress emotional and needy balance between life personal and work as well as flexibility in method Work.

As one of the agency government that has role strategic in field information and communication, Department of Communication and Informatics North Sumatra Province of course need capable managing human resources from Gen Z circles so they can Work optimally. Based on observations early, still there is difference level performance between employees, one of which is caused by internal factors such as intelligence emotional and ability adapt to environment dynamic work.

Intelligence emotional be one of indicator important things that can influence quality Work employees. According to Mayer, Salovey & Caruso (Putri et al., 2020) intelligence emotional is ability For feel, understand, and manage emotion in a way accurate and effective, good in self Alone and in interaction social, which becomes foundation in taking decisions and resolutions conflict in place work. Someone with level intelligence highly emotional tend capable face pressure Work in a way positive as well as build connection harmonious work, as well as own motivation strong intrinsic in finish tasks. In the environment collaborative work such as in the Communication and

Information Service, intelligence emotional own role important in form Work The same team, empathy between employees, as well as taking the right decision in face conflict (Giawa & Telaumbanua, 2023).

Besides intelligence emotional, another aspect that is very determining that is ability adapt, which is capacity individual For adapt self with change situation, challenge new, and transformation system work that occurs in the organization. Ability this is very crucial especially for Gen Z who often face environment changing work fast and demanding dexterity. Ability adapt reflect how much flexible, open, and resilient somebody to change. Adaptive employees will more easy accept update system, receive rotation work, as well as No easy give up moment face difficulty in Work.

Temporary that, performance is reflection end from how much Far employee capable fulfil expectation organization. Performance is usually measured from three aspect main : quantity work (amount results work), quality work (quality results work), and accuracy time (how much fast task completed). In the context of Gen Z employees at the Communication and Information Service, variations performance between individuals can seen from speed they finish work based technology information, quality reporting, as well as ability coordination interdivisional. Therefore that, for reach objective institutions, important for organization For understand to what extent is intelligence emotional and ability adaptation influential to performance employee from generation This (Sari et al., 2022). However in in fact, no all Gen Z employees show level intelligence emotional and ability adequate adaptation. Some of they experience difficulty in face pressure work, less capable finish internal conflict, to experience difficulty in accept change policy or system new. This is impact on the decline productivity, delays in settlement tasks, even can cause disturbing interpersonal conflict performance team in a way overall.

See importance influence intelligence emotional and ability adapt to performance, then study This done with focus on Gen Z employees in the Communication and Informatics Service environment North Sumatra Province. This research own objective For evaluate how much big impact from intelligence emotional and ability adapt to performance Gen Z employees, both in a way partial and simultaneous (Shidiqi & Sasmita, 2022).

Based on the explanation and phenomena that have been described previously, and see Not yet consistency results study previously related topic this, then the author wish For do study more in with title: Impact Intelligence Emotional and Ability Adapt on the Performance of Gen Z Employees at the Communication and Informatics Service North Sumatra Province.

2. METHOD

Research conducted is study descriptive with use method quantitative. According to Sugiyono (Patimbangi, 2018) method study descriptive quantitative aim For describe phenomena, events, symptoms and incidents that occur in a way factual, systematic, and accurate. This research analyze influence intelligence emotional and ability adapt to performance Gen Z employees at the Communication and Information Service North

Sumatra Province. According to (Rahmawati et al., 2018) location study is place when will held his A research/observation in frame For get accurate data For A research. This research conducted at the Communication and Information Service North Sumatra Province, located at Jalan HM. Said No. 27, Gaharu, East Medan District, Medan City, North Sumatra, 20233.

According to Sugiyono (2017) no There is easy way For determine how long does the research take implemented. But duration study will depending on the existence data sources and objectives research (Sidik et al., 2020). Population refers to the area of generalization that consists of from object or subjects who have quality and characteristics certain conditions determined by the researcher For studied and taken conclusion (Setyawan & Simbolon, 2018). In the research this, the population studied is all over employee working at the Department of Communication and Information North Sumatra Province, which has 105 people. With Thus, the number sample study This is 105 employees.

Analysis done with use method descriptive, namely something method with collect data, group it and arrange it in accordance need analysis based on the problems faced Then compared to with theories relevant so that can taken something Conclusion. Model and technical deep data analysis study This use approach multiple linear regression. For truth results analysis regression multiple moreover formerly quality testing is carried out instrument observation, data normality test, and assumption test Classical. Data processing using statistical software (Rosada, 2019).

3. RESULTS AND DISCUSSION

The Communication and Information Service (Diskominfo) of North Sumatra Province is a provincial government agency tasked with managing government affairs in the fields of communication, informatics and cryptography (Wibowo & Syafii, 2023).

The Communication and Informatics Office of North Sumatra Province was previously called the Regional Office of the Department of Information of North Sumatra Province, abbreviated as Kanwil Deppensu until December 27, 2001, and since December 27, 2001, it has been renamed the North Sumatra Information and Communication Agency, better known as Bainfokom. Since 2007 until now, Bainfokom has been renamed the Communication and Informatics Office of North Sumatra Province, abbreviated as Diskominfo Provsu, led by a Head of Service with an Echelon II.a Position. Starting April 15, 2025, the Communication and Informatics Office of North Sumatra Province is led by the Acting Head of the Communication and Informatics Office of North Sumatra Province, Mr. Porman Juanda Marpomari, ST, M.Si.

DISCUSSION AND RESULTS

Descriptive Analysis of Respondents

The questionnaire was the instrument used in the study. There were 18 questions for variable X and 10 questions for variable Y, totaling 28 questions. The respondents in this study were all employees at the North Sumatra Provincial Communications and Information Service. This descriptive analysis describes the results of primary data

collection (in the form of questionnaires) completed by the respondents. Before processing the data, the researcher first categorized the characteristics of the respondents in order to find out the background of the respondents who were the samples in the study. The things analyzed from the respondents were the respondents' personal data consisting of gender, age, and employment status.

Classical Assumption Test

The Classical Assumption Test used in this study is as follows

Normality Test

The Normality Test aims to determine whether the confounding variables or residuals in a regression model have a normal distribution using the Normality Test, with statistical analysis conducted using the Kolmogorov-Smirnov (KS) test. The KS test is conducted using a hypothesis. Table 4.9 shows that the Asymp. Sig. (2-tailed) value is 0.200 is greater than the significance level, which is 0.05 (0.200> α (0.05)), this means that the normality assumption is met. Thus, based on the testing criteria, it can be concluded that the data is normally distributed (Amruloh, 2021).

Multicollinearity Test

In this study, Multicollinearity can be seen from the values of tolerance and Variance Inflation Factor (VIF). The values used to indicate the presence of multicollinearity symptoms are VIF values <10.00 and Tolerance values>0.1 (Herman Firdaus et al., 2016).Based on Table 4.10, it can be concluded that the regression model used does not experience symptoms of multicollinearity between its independent variables. This can be seen from the tolerance value of each independent variable>0.1, namely Emotional Intelligence and Adaptability with a value of 0.778 with a VIF value <10.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether there is inequality (variance) in the regression model between one observation and another, using a Scatterplot graph. Based on Figure 1, it is known that there is no clear pattern and the points are spread above and below the number 0 on the Y axis, so based on the graphical method, there is no heteroscedasticity in the regression model which is suitable for use.

Multiple Linear Regression Analysis

The analysis method used in this study is multiple linear regression analysis. Multiple Linear Regression Analysis was conducted to determine and analyze the influence between the independent variables (Emotional Intelligence) (X1) and Adaptability (X2) with the dependent variable (Employee Performance) (Y).

Table 1. Multiple Linear Regression Test Results

Coefficients [a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,143	4,925		.232	.817
	Emotional Intelligence	.495	.126	.368	3,927	.000
	Adaptability	.608	.124	.460	4,906	.000
a. Dependent Variable: Employee Performance						

Based on this, the following linear regression equation can be produced:
(Y) = 1.143 + 0.495 (X1) + 0.608 (X2) + e

a. The constant value (a) = 1.143 shows the constant level where if the variables Emotional Intelligence (X1) and Adaptability (X2) are 0 (zero), then the value of the Employee Performance variable (Y) will remain at 1.143 assuming the other variables remain constant.
b. Emotional Intelligence Variable (X1) = (0.495), This value can be interpreted as when Emotional Intelligence increases by 1 unit, employee performance increases by 0.495.
c. Adaptability variable (X2) = (0.608), This value can be interpreted as when Adaptability increases by 1 unit, employee performance increases by 0.608.

Research Hypothesis Testing
Partial Testing (t-Test)

A t-test was conducted to partially examine whether Emotional Intelligence and Adaptability partially or individually influence employee performance. This hypothesis was tested by comparing the calculated t with the t-table, with the following conditions:

H0 is accepted, if thitung ≤ ttabel or sig t ≥ α (0.05) H1 is accepted, if thitung > ttabel or sig t < α (0.0

Table 2. t-Test Results

Coefficients [a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,143	4,925		.232	.817
	Emotional Intelligence	.495	.126	.368	3,927	.000
	Adaptability	.608	.124	.460	4,906	.000
a. Dependent Variable: Employee Performance						

Based on the results of the t-test in the table above, the following results were obtained:

1. The Emotional Intelligence variable (X1) has a t count (3.927) > t table (1.672) and is significant (0.000) < 0.05. Thus, the Emotional Intelligence variable has a partially significant positive effect on Employee Performance. So if Emotional Intelligence increases, Employee Performance will increase significantly and vice versa.
2. The Adaptability variable (X2) has a t count (4.906) > t table (1.672) and is significant (0.000) < 0.05. Thus, the Adaptability variable has a partially significant positive effect on Employee Performance. So if Adaptability increases, Employee Performance will increase significantly, and vice versa.
3. Based on the results of the research on the independent variables, namely Emotional Intelligence and Adaptability, it can be seen that the Adaptability variable has the highest and most significant beta coefficient. Therefore, the Adaptability variable is the most dominant variable in this study.

Simultaneous Testing (F Test)

The F-test, or simultaneous test, is also known as a simultaneous test or model test/ANOVA test. This test examines the influence of all independent variables on the dependent variable. The confidence interval for this hypothesis test is 5%.

The results of the F test can be seen in the ANOVA table in the sig. column. For example, using a significance level of 5% (0.05), if the probability value is <0.05, it can be said that there is a significant joint influence between the independent variables on the dependent variable. However, if the significance value is> 0.05 then there is no significant joint influence between the independent variables on the dependent variable.

Table 3. F Test Results

ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1353,833	2	676,917	37,030	.000b
	Residual	1316.167	72	18,280		
	Total	2670,000	74			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Adaptability, Emotional Intelligence

Based on Table 4.13, it is obtained that f count (37,030) > f table (3.12) and significant (0.000) < α (0.05). Based on the hypothesis testing criteria, if f count > f table then H0 is rejected and H1 is accepted. This means that the independent variables consisting of Emotional Intelligence (X1) and Adaptability (X2) simultaneously have a significant positive effect on Employee Performance.

Based on the results of the Independent Sample T-Test that has been conducted, it can be concluded that there is a significant difference between the performance of Generation Z employees and the performance of Millennial Generation employees at the Communication and Informatics Office of North Sumatra Province, with a significance value of 0.004 which is smaller than the significance level of 0.05 (Sig. = 0.004 <0.05). This means that the alternative hypothesis (Ha) is accepted, namely there is a real

difference in performance between the two generations (Hartanto et al., 2024). The direction of the difference shows that the performance of Millennial Generation employees tends to be higher than that of Generation Z, as reflected in the calculated t value in each group, namely calculated t = -2.978 for the Millennial Generation and calculated t = -2.955 for Generation Z, both of which are at a significant level (Triatmanto & Wahyuni, 2023).

Based on the results of the questionnaire analysis per variable and indicator, these differences can be explained in more detail as follows. In Variable X1 (Emotional Intelligence), Millennials scored higher on self-management and social skills indicators, indicating that Millennial employees tend to be more capable of managing emotions effectively and building better interpersonal relationships in the work environment. These abilities ultimately contribute to achieving more optimal performance. In Variable Y (Employee Performance), Millennials also outperformed Generation Z on work quality and punctuality indicators, reflecting that Millennial employees have consistency in producing quality work and higher discipline in completing tasks according to the specified time (Karomah, 2020).

However, Generation Z actually shows superiority in Variable X2 (Adaptability), especially in three main indicators. First, in the Concern indicator, Generation Z obtained a higher score which reflects that Generation Z employees have better awareness in preparing themselves for changes in work, and are more active in seeking information related to changes in policies and existing work systems. Second, in the Curiosity indicator, Generation Z shows higher enthusiasm in exploring self-development opportunities in the work environment, and is more enthusiastic about learning new things that can improve their performance. Third, in the Confidence indicator, Generation Z shows stronger self-confidence in facing changes in new systems or technologies, and is more confident in solving problems that arise in carrying out daily work. (Silalahi, 2019)

Discussion

The Influence of Emotional Intelligence on Employee Performance

Based on the results of the t-test that has been conducted, the t-value (3.927)> t-table (1.672) with a significance level of 0.000 <0.05 is obtained. These results indicate that Emotional Intelligence has a positive and significant effect on the Performance of Gen Z Employees at the Communication and Informatics Office of North Sumatra Province. With a regression coefficient (B) value of 0.495 and a beta coefficient of 0.368, it can be interpreted that every one unit increase in Emotional Intelligence will increase Employee Performance by 0.495.

The results of this study align with research conducted by Muhammad Munir and RI Azam (2017) in their journal "Emotional Intelligence and Employee Performance: An Intervention-Based Experimental Study." Their research found that employee performance tends to increase with increasing emotional intelligence.

In addition, another study conducted by Ekasari, et al. (2024) entitled 'Effect of Emotional Intelligence on Employee Performance in Gen Z' conducted in Indonesia with

a sample of 100 Generation Z employees also found that emotional intelligence has a significant effect on the performance of Generation Z employees (sig. = 0.000 <0.05). Ekasari, et al. (2024) explained that Generation Z is currently entering the workforce and is a generation that is more creative, practical, and more aware of social issues and mental health. Emotional intelligence is important because leaders who have high empathy will be able to understand the needs of Generation Z employees and provide constructive feedback (Pangestu, 2023).

The Influence of Adaptability on Employee Performance

The t-test results for the Adaptability variable show a t-value of 4.906 > t-table (1.672) with a significance level of 0.000 < 0.05. This indicates that Adaptability has a positive and significant effect on the Performance of Generation Z Employees at the Communication and Informatics Office of North Sumatra Province. The regression coefficient (B) value of 0.608 and the beta coefficient of 0.460 indicate that every one unit increase in Adaptability will increase Employee Performance by 0.608.

The results show that the influence of Adaptability on Employee Performance is stronger than the influence of Emotional Intelligence, which is seen from the higher beta coefficient value (0.448 compared to 0.359) and the larger t-value (4.781 compared to 3.830). This indicates that in the context of Generation Z employees in the digital era and the ever-changing dynamics of government organizations, the ability to adapt quickly to changes in technology, policies, and job demands is a very crucial factor and has a more dominant impact on performance (Karina & Ardana, 2020).

The results of this study are in line with research conducted by Elisabeth Jessika Manurung, Jesika Melina Simamora, Yusmalinda (2025) in their journal entitled Gen Z Strategy in Facing Changes in the World of Work and Its Influence on Performance, in their research, the t count of the Gen Z strategy variable in facing changes in the world of work was 6.809> t table 2.01410 with a significance of 0.901<0.05. So it can be concluded that partially the Gen Z strategy variable in facing changes in the world of work has a positive and significant effect on the Influence on Performance variable (Pawestri & Pradhanawati, 2023).

The Influence of Emotional Intelligence and Adaptability on Employee Performance

Based on the F test results, the F count value is 37.030 > F table (3.12) with a significance level of 0.000 < 0.05. Based on the hypothesis testing criteria, if F count > F table then H0 is rejected and H1 is accepted. This proves that Emotional Intelligence and Adaptability together (simultaneously) have a positive and significant effect on the Performance of Generation Z Employees at the Communication and Informatics Office of North Sumatra Province (Sinollah et al., 2020).

The Adjusted R Square value of 0.493 indicates that 49.3% of the variation in Employee Performance can be explained by Emotional Intelligence and Adaptability, while the remaining 50.7% is explained by other factors not examined in this study such as organizational culture, work-life balance, compensation systems, and employee training programs. Although there are 50.7% of other factors that also influence, the

contribution of 49.3% of the two variables studied still shows a positive and significant influence.

4. CONCLUSION

Based on the results of the analysis and discussion carried out in this research, the researcher draws the following conclusions:

1. Based on the results of the t-test that has been conducted, the calculated t value (3.927) > t table (1.672) with a significance level of 0.000 < 0.05. These results indicate that Emotional Intelligence has a positive and significant partial effect on the Performance of Gen Z Employees at the Communication and Informatics Office of North Sumatra Province, so the first hypothesis is accepted.
2. Based on the results of the t-test for the Adaptability variable, the t-count value is 4.906 > t-table (1.672) with a significance level of 0.000 < 0.05. This indicates that Adaptability has a positive and significant partial effect on the Performance of Generation Z Employees at the Communication and Informatics Office of North Sumatra Province, so the second hypothesis is accepted.
3. Based on the F test results, the F count value is 37.030 > F table (3.12) with a significance level of 0.000 < 0.05. Based on the hypothesis testing criteria, if F count > F table then H0 is rejected and H1 is accepted. This proves that Emotional Intelligence and Adaptability together (simultaneously) have a positive and significant effect on the Performance of Generation Z Employees at the Communication and Informatics Office of North Sumatra Province.
4. Based on the results of the Independent Sample T-Test (Difference Test), there is a significant difference between the performance of Generation Z employees and the performance of Millennial Generation employees at the Communication and Informatics Office of North Sumatra Province. This is indicated by the Sig. (2-tailed) value = 0.004 < 0.05, with the calculated t value of Millennial Generation = -2.978 (df = 103) and the calculated t value of Gen Z = -2.955 (df = 62.831). The performance of Millennial Generation employees tends to be higher than that of Gen Z, which can be caused by differences in work experience, emotional maturity, and the period of adaptation to organizational culture.

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