

The Relationship Between Emotional Competence and Organizational Commitment Among Gen-Z Working Professionals

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Abstract -The focus of the present study was to examine the relationship between Emotional Competence and Organisational Commitment amongst working adults of the Gen-Z. The five components of Emotional Competence are: Adequate Depth of Feelings(ADF), Adequate Expression and Control of Emotions(AECE), Ability to Function with Emotions(AFE), Ability to Cope with Problem Emotion(ACPE),Enhancement of Positive Emotions(EME). Participants' Emotional Competence was measured using Emotional Competence Scale. Their Organisational Competence was measured by using Organisational Commitment Questionnaire. Lastly, a comparison was made in the Organisational Commitment and Emotional Competence between males and females. Potential relationship between Emotional Competence on one's Work Commitment was analysed. Through snowball sampling, sample size of 130 males and females were taken (age 20-26 years). Through Pearson Product Correlation analysis, it was seen that there exists a positive relationship between Emotional Competence and Work Commitment. There was a positive relationship between Work Commitment and ADF, ACPE and EPE. The correlations between Work Commitment and AECE and AFE didn't come out to be significant. Through t-test, it was found that there exists no significant difference between males and females in terms of Work Commitment and Emotional Competence. The study will help in working with the newest generation (Generation-Z) as they are newly entering the workforce and have a different perspective to work and motivation.

Keywords– Emotional Competence, Work Commitment, Gen-Z

INTRODUCTION

Emotions are an essential component of life and have a big impact on how people behave at work and in their social circles. These are the emotional states that have a significant impact on the attitudes, assumptions, and

views that underlie conduct. Researchers and psychologists have recently developed a particular interest in comprehending how emotions play a role in the workplace. Also, the position has been regarded as a significant change in organisational behaviour.

Corporate success is dependent on an efficient and productive workforce. Organizations must foster human capital via constant development and education. Employee attitudes and conduct in firms are heavily influenced by emotional competence. It has an effect on employees' attitudes, behaviours, and job results.

1.1 EMOTIONAL COMPETENCE

A person's ability to identify, understand, and constructively react to their own and others' emotions is referred to as having emotional competence. A fundamental arrangement of relational and social capacities called close-to-home capability empowers one to perceive, fathom, and answer one's own and others' feelings in a sound manner. The expression proposes relational solace and portrays one's ability for powerful initiative and great correspondence. It is characterized by clinicians as the ability to monitor your own sentiments and those of others, and to use that information to shape choices and activities.

In friendly circumstances, the expression "close to home ability" is much of the time used to portray somebody's ability to recognize their own sentiments notwithstanding those of others and to impart those feelings in manners that are OK to every other person. Capability is how much aptitude is expected to decidedly draw in others. This singular's evaluation of their viewpoints as well as how they impact others, along with their ability for keeping up with close-to-home control and flexibility, all add to their exceptional profound limit.

It is a subset of emotional intelligence. Understanding and recognising an individual's emotions so they may be used to enhance one's situation requires emotional intelligence. Controlling quick satisfaction is a skill that comes with emotional intelligence. Those with strong emotional intelligence are adept at managing their negative feelings that can endanger other or make them less accepted by society.

A person's emotional awareness provides a clear picture of their strengths and flaws. An individual with emotional competence has the capacity to work well and take advantage of their environment. Individuals may ponder and make decisions regarding their actions and how to when they are faced with challenging conditions. People may make their own decisions in this way. They learn to see the bright side of everything, which makes them so steady and immune to emotion.

Those who possess emotional competence tend to be more secure and have a deeper sense of self. People are competent enough to achieve both personal and social achievement since they are aware of how and how to behave in various circumstances. More emotionally capable individuals have a greater probability to succeed in their current endeavours. They adopt a more pragmatic mindset, become more goal-oriented, and take charge of their own decisions. By stress reduction that is normally brought on by repressing emotions, emotional competency can result in better health and relationships.

1.2 COMPONENTS OF EMOTIONAL COMPETENCE

Coleman (1970) investigated emotional competence and explained that it is a combination of roughly five skills and is the skill that a person develops to manage emotional situations and a few additional dissociable but related operations.

- 1) Adequate Depth of Feeling (ADF) - Emotion is any action or event that is exhibited by transcendence of impact and open Emotions and contributes to a remarkable level of personhood. A sensation of certainty or competence with regard to reality assumptions may be referred to as a suitable depth of emotion specifically linked to effective judgements and character mingling that ensures a fervent desire in life.
- 2) Adequate Expression and Control of Emotions (AECE) - In order to be emotionally competent, a person must have both adequate expression and

control of their emotions, which can be seen as a normal unique soundness that allows them to communicate and immediately control their emotions as needed by the situation. It alludes to a tendency distinguished by adequate emotional expressiveness, which is reliant on full-throated articulation and management of emotions. Any form of inadequacy in the expression or regulation of emotions may result in unrestrained and disordered emotionality.

- 3) The Ability to Function with Emotions (AFE) - When one finds themselves in a highly emotional situation, it can be difficult to do even basic tasks. In order to be emotionally competent, a person must develop a hallmark of emotional reactivity that does not interfere with their ability to function well and which aids them in carrying out normal tasks.
- 4) The Ability to Cope with Problem Emotions (ACPE) - Specific emotional problems can be harmful to a person's life path and perform a dangerous role. So, in order to be emotionally competent, one must first understand the affective nature and limiting effects of such emotions, and then develop the ability to thwart such effects moving forward.
- 5) Enhancement of Positive Emotions (EPE) - Positive emotions have a powerful influence on the components of behaviour and are necessary for the peaceful growth of character. Positive emotions are associated with the growing urgency and sense of completion with a continuous limitation with respect to cognitive and deep growth. So, this term refers to a person's potential to cultivate a predominance of positive emotions in his or her own character so as to provide a meaningful and really well-balanced existence.

1.3 CONSEQUENCES OF EMOTIONAL COMPETENCE

- Management of Emotions - The ability to cope is essential for effective emotion management. At a young age, a person learns emotion scripts for socially acceptable coping techniques, and as they become older, they grow better at contextualising explanations for practical, day-to-day coping.
- Subjective Well-Being - Self-efficacy, which is a component of emotional competence, helps people feel more emotionally competent since it

requires them to view their emotional experiences as valid and worthwhile.

- Resilience - Resilience is the capacity to bounce back quickly after suffering an unpleasant event. It would sound right if individuals behaved emotionally intelligently when experiencing a variety of difficult situations since this demonstrates resilience.

1.4 ORGANIZATIONAL COMMITMENT

How much devotion and inclusion that colleagues have for the association overall is alluded to as hierarchical responsibility. It additionally examines the many elements that impact experts to remain in their ongoing working environment instead of searching for business somewhere else. It is portrayed as a viewpoint in a cooperative person's brain science with respect to their dependability on their employer. On the off chance that a representative would stay with the organization for a more drawn out measure of time and place their everything into achieving the organization's goal relies fundamentally upon the association's responsibility.

At the point when hierarchical responsibility is distinguished, different qualities like worker joy, commitment, initiative conveyance, work execution, and occupation frailty may likewise be anticipated. According to an administration viewpoint, it is basic to comprehend a laborer's level of obligation to their or work to measure their degree of commitment to the everyday obligations that are designated to them.

1.5 TYPES OF ORGANIZATIONAL COMMITMENT

The Three-Component Model (TCM) is a renowned organisational commitment theory. This idea proposes three essential elements that make up organisational commitment:

1) Affective Commitment

Full of feeling responsibility, the principal type of authoritative responsibility, has to do with how much individuals want to remain with their organization. A representative that is genuinely put resources into their organization is one who needs to work there for all time. They frequently feel like a piece of the association, interface with its points, and are satisfied with their business. Emotionally committed specialists feel appreciated, act as brand advocates for their

bosses, and are by and large incredible resources for organizations.

2) Continuance Commitment

How much laborers feel a sense of urgency to stay with their organization is alluded to as coherence responsibility. Representatives that are committed to the association over the long haul do so in light of the fact that they need to work there. The inclination to stay with an association might have various causes, however, the two essential ones are pay and the shortfall of other work choices. Workers that vibrate constrained to stay with their organization since leaving would bring about lower pay and advantages are areas of strength for an of duration responsibility.

3) Normative Commitment

Representatives' impressions of how long they should stay at their organization are alluded to as standardizing responsibility. Most of the normatively committed workers accept they ought to stay with their organizations. Typically devoted laborers feel regretful about the possibility of leaving their organization since they think that doing so will have horrendous repercussions. Albeit the reasons for such culpability could differ, they habitually originate from representatives' feelings of trepidation that on the off chance that they left the organization, an information or expertise hole would be abandoned, overburdening their colleagues.

1.6 ADVANTAGES OF ORGANIZATIONAL COMMITMENT

Serious workers are an advantage to any firm since hierarchical responsibility influences how long individuals stay with you. These are a portion of the principal benefits and advantages of hierarchical responsibility:

- High Levels of Staff Productivity - Workers that are committed to their positions are very useful. They have confidence in the association, its targets, vision, reason, and administration. These experts show extraordinary efficiency levels, yet they likewise ensure that their collaborators and individuals from the group do too.
- Decreased Absenteeism - A given and propelled labor force will have essentially lower nonappearance than their partners. Representatives that are committed to their

positions expect to go to work, complete their responsibilities, help with drives, and add to the association's objectives.

- Outstanding Teammates - Committed laborers succeed at cooperation and joint effort since they have areas of strength for in the business and its prosperity. They hugely affect expanding the group's results.
- Strong Supporters - Workers that are given to their organization and who share that conviction actually and well address their organizations. They intensely have faith in and support the standards, products, and practices of their manager.

1.7 FACTORS INFLUENCING ORGANISATIONAL COMMITMENT

Individuals' levels of commitment to an organisation can be influenced by the following factors:

- Workplace Satisfaction - Individuals feel good and blissful at work when they realize that the administration will think about their requirements. Assuming that colleagues track down esteem in supporting their degree of satisfaction, such settings can empower responsibility.
- Fair Remuneration - An organization of certified regard and appreciation among group workers and upper administration might be worked with the guide of fair compensation. Including paying for their professional development, awarding bonuses, and providing paid time off may encourage employees to stay committed to the business.
- Successful Leadership Approach - The dedication of the team is also impacted by management's leadership style. Giving employees greater responsibility, assign them jobs that match their talents, and solicit their feedback are a few leadership strategies that help encourage organisational commitment.
- Job Security - Teams at organisations that offer more employment stability are frequently more dedicated. When individuals believe their jobs are safe, they stop looking for new ones and instead concentrate on the ones they already have.
- Successful Communication - In the event that a firm believes that its colleagues should be more

dedicated, the executives' and workers' openness are of the utmost importance. Having open, successive, and two-way correspondence at work encourages a steady environment where everybody feels appreciated.

REVIEW OF LITERATURE

Aggarwal, et al. (2022) analysed how HR practises and policies affected Generation Z's work satisfaction using the self-determination theory (SDT) and the attraction-selection-attrition (ASA) theory. 493 Generation Z workers were selected as a sample. According to the research presented in this study, Gen Z is positively influenced by flexible work arrangements, recognition and rewards, pay and benefits, constructive criticism behaviour, and volunteer activity. This study also shows that the association between HR practises, job performance, and emotional organisational commitment is moderated by job satisfaction.

Angelita, Syaifuddin & Faris (2022) examined how work satisfaction, as an intermediary variable, affected the relationship between organisational culture and organisational commitment. In this research, 492 individuals participated. According to the study's findings, organisational commitment and work satisfaction are positively and negligibly impacted by emotional maturity. On work satisfaction and organisational commitment, organisational culture has a favourable but negligible impact. The impact of job satisfaction on organisational commitment is favourable but not very strong.

Junita, Hafas & Nasution (2022) examined how organisational support as well as emotional maturity affect employee organisational commitment, which in turn influences organisational citizenship behaviour (OCB). 100 employees were the sample size for this study. According to the findings, organisational support and emotional maturity significantly influenced organisational citizenship behaviour (OCB) both directly as well as indirectly through workers' organisational commitment. High organisational commitment among employees is significantly predicted by organisational support.

Mareta & Andriani (2022) The study sought to ascertain (1) the Impact of Emotional competence on Employee Performance and (2) the Impact of Organizational Commitment (OC) on Work

Performance. The overall sample size was 71. Primary information and secondary information are the types of data used. Questionnaires are the primary method of data collecting. The findings shown that (1) Organizational Commitment does have a Substantial Impact on Employee Performance and (2) Emotional competence has a major impact on worker Performance.

Park, et al. (2022) explored the mediating role of employee involvement in the links between transformational leaders, emotional organisational commitment, and work performance. The questionnaire was completed by 600 full-time workers. According to the data analysis's findings, employee participation served as a mediator between transformational leader's effects on employee emotional organisational commitment and work performance.

AlKahtani, et al. (2021) evaluated the effect of employee empowerment on organisational commitment using work satisfaction as a mediating factor. Information was assembled from 307 staff members at 5-star and 4-star hotels. The outcome suggests that organisational commitment is significantly and favourably impacted by employee empowerment. Moreover, it is thought that work satisfaction may operate as a bridge between company commitment and employee empowerment.

Alsughayir (2021) investigated the relationship between work satisfaction and these two factors in addition to how emotional intelligence (EI) affects organisational commitment. The findings demonstrated that emotional intelligence considerably and favourably influences both work satisfaction and organisational commitment. The findings also demonstrated that work satisfaction, acting as a mediator, significantly influences organisational commitment and EI in an indirect manner.

Stamouli & Gerbeth (2021) examined if personal characteristics (work happiness) and personal skills (emotional competence) have any bearing on a population of healthcare professionals' commitment to the organisation. A survey of 96 healthcare workers was carried out. According to a multiple regression study, emotional competence acted as a moderator in the association between job commitment and job satisfaction. The findings indicated that healthcare workers are better equipped to handle job discontent when they possess high levels of emotional

competence. They may sustain a high degree of organisational commitment when they have a great deal of emotional competence.

Edward & Purba (2020) explored how emotional competence and work environment affected employee productivity through organisational commitment. According to SEM study, organisational commitment has a favourable and considerable impact on staff efficiency through emotional intelligence and workplace environment. Employee performance variance is explained by 0.818, or 81.8%, by the factors of emotional maturity, workplace environment, and organisational commitment.

Giao, Vuong & Duy Tung (2020) examined how organisational culture affects commitment inside the organisation. 324 telecom workers that made up the sample were used. The results demonstrated that six organisational culture dimensions—innovativeness, cooperation, development and training, recognition and appreciation, organisational communication, and empowerment—had favourable effects on organisational commitment in order of decreasing. This finding draws attention of the management to these aspects and longer lead strategies while also highlighting the value of organisational culture in fostering employee engagement to the company.

RATIONALE

It has been discovered after accumulating and understanding the reviews in this field that emotional intelligence and emotional competence are used as interventions to increase the degree of organisational commitment of both potential and current employees. The newest generation, Generation Z, popularly called as Gen - Z is slowly making its way into the workplace and has a completely different outlook on occupations and working expectations. For every facet of their existence, they have new perspectives. Employees are expected to be adaptable in the workplace and in their behaviour in general. It was found that there's a research gap in the field of comprehending how Gen-Z is affected by the business world. Thus, this study has been done in an effort to study the impact of Emotional Competence on Organizational Commitment of working adults in Gen - Z. The research also aimed to study the factors that can improve the organizational commitment of employees.

HYPOTHESIS

H1 - There will be significant relationship between Adequate Depth of Feeling (ADF) and Organizational Commitment of working adults in Gen - Z.

H2 - There will be significant relationship between Adequate Expression Control of Emotions (AECE) and Organizational Commitment of working adults in Gen - Z.

H3 - There will be significant relationship between Ability to Function with Emotions (AFE) and Organizational Commitment of working adults in Gen - Z.

H4 - There will be significant relationship between Ability to Cope with Problem of Emotions (ACPE) and Organizational Commitment of working adults in Gen - Z.

H5 - There will be significant relationship between Enhancement of Positive Emotions (EPE) and Organizational Commitment of working adults in Gen - Z.

H6 - There will be significant relationship between Emotional Competence and Organizational Commitment of working adults in Gen - Z.

H7 - There will be a significant difference in Emotional Competence among male and female working adults in Gen - Z.

H8 - There will be a significant difference in Organizational Commitment among male and female working adults in Gen - Z.

SAMPLE

The research was conducted on 130 working adults in Gen - Z comprised of both men and females. The age group ranged from 20 to 26 years old. Purposive sampling was used. All employed adults who are graduates and are between the ages of 20 and 26, known as Generation Z (Gen-Z), were included, whereas employed people below the ages of 20 years and above the age of 26 years were excluded.

TOOL

1. Emotional Competence - Emotional Competence Scale (EC-Scale)

This test was developed by Dr. H. C. Sharma and Dr. R. L. Bhardwaj. It consists of 30 items. It measures five Emotional Competencies - (1) Adequate Depth of

Feeling (ADF), (2) Adequate Expression Control of Emotions (AECE), (3) Ability to Function with Emotions (AFE), (4) Ability to Cope with Problem of Emotions (ACPE), and (5) Enhancement of Positive Emotions (EPE), containing six items in each dimension.

Respondents were asked to score each item on a five-point Likert scale, with 1 = 'Strongly Disagree', 2 = 'Disagree', 3 = 'Neutral', 4 = 'Agree', and 5 = 'Strongly Agree'.

The test-retest reliability ranges from 0.59 to 0.86. Construct validity was provided based on exploratory factor analysis.

2. Organizational Commitment - Organizational Commitment Questionnaire

This test was developed by Upinder Dhar, Prashant Mishra and D.K. Srivastava. It consists of 8 items. (1) Concern for the Organisation; and (2) Identification with the Organisation. Items 1, 2, 3, 5, and 7 are used to assess factor 1, whilst items 4, 6 and 8 are used to assess factor 2.

It is a seven-point Likert Scale ranging from 1 = 'Strongly Agree', 2 = 'Agree', 3 = 'Neutral', 4 = 'Disagree' and 5 = 'Strongly Disagree'.

The split-half reliability coefficient was used to assess the scale's dependability. By applying the Spearman-Brown Prophecy formula, the reliability of the entire test was then approximated from the reliability of the half test. A dependability co-efficient of 0.6078 was obtained for the entire scale, internal consistency was estimated.

PROCEDURE AND STATISTICAL ANALYSIS

To study the impact of Emotional Competence on Organizational Commitment of working adults in Gen - Z, the research was initiated. After reading numerous publications, a literature review was produced. The anticipated results were then determined, and hypotheses were created. Emotional Competence Scale (EC-Scale) and Organizational Commitment Questionnaire were distributed to 130 working adults in Gen - Z comprised of both men and females ranging from 20 to 26 years. The goal of the current study was briefly explained to each participant, and any questions they had about the questionnaire were addressed. The questionnaires had no time restrictions, and none of the questions had a correct response. Data

was gathered once the participants received the instructions. Responses were gathered using Google forms. The names and information of each participant were kept secret. The participants enthusiastically agreed and participated in the study.

When the required responses were gathered, the raw scores for each variable and each participant were

recorded in excel sheets. SPSS was used to analyse the raw scores. To comprehend the link between the variables, the Pearson Product Moment Correlation and T-Test method was used. The data was tabulated, analysed, and then examined.

RESULT

Table – 4.1

Correlation matrix of Adequate Depth of Feeling (ADF) and Organizational Commitment in working adults in Gen - Z.

Variable		Adequate Depth of Feeling (ADF)	Organizational Commitment
Adequate Depth of Feeling (ADF)	Pearson Correlation	1	.180*
	Sig. (2-tailed)		0.041
	N	130	130
Organizational Commitment	Pearson Correlation	.180*	1
	Sig. (2-tailed)	0.041	
	N	130	130

* Correlation is significant at the 0.05 level (2-tailed).

The above table shows that there exists a positive correlation between Adequate Depth of Feeling (ADF) and Organizational Commitment of working adults in Gen - Z (.180*) at 0.05 level.

Table – 4.2

Correlation matrix of Adequate Expression Control of Emotions (AECE) and Organizational Commitment of working adults in Gen - Z.

Variable		Adequate Expression Control of Emotions (AECE)	Organizational Commitment
Adequate Expression Control of Emotions (AECE)	Pearson Correlation	1	0.064
	Sig. (2-tailed)		0.472
	N	130	130
Organizational Commitment	Pearson Correlation	0.064	1
	Sig. (2-tailed)	0.472	
	N	130	130

The above table shows that there exists no correlation between Adequate Expression Control of Emotions (AECE) and Organizational Commitment of working adults in Gen - Z.

Table – 4.3

Correlation matrix of Ability to Function with Emotions (AFE) and Organizational Commitment of working adults in Gen - Z.

Variable		Ability to Function with Emotions (AFE)	Organizational Commitment
Ability to Function with Emotions (AFE)	Pearson Correlation	1	0.165
	Sig. (2-tailed)		0.061
	N	130	130
Organizational Commitment	Pearson Correlation	0.165	1
	Sig. (2-tailed)	0.061	

	N	130	130
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The above table shows that there exists no correlation between Ability to Function with Emotions (AFE) and Organizational Commitment of working adults in Gen - Z.

Table – 4.4

Correlation matrix of Ability to Cope with Problem of Emotions (ACPE) and Organizational Commitment of working adults in Gen - Z.

Variable		Ability to Cope with Problem of Emotions (ACPE)	Organizational Commitment
Ability to Cope with Problem of Emotions (ACPE)	Pearson Correlation	1	.191*
	Sig. (2-tailed)		0.029
	N	130	130
Organizational Commitment	Pearson Correlation	.191*	1
	Sig. (2-tailed)	0.029	
	N	130	130

* Correlation is significant at the 0.05 level (2-tailed).

The above table shows positive correlation between Ability to Cope with Problem of Emotions (ACPE) and Organizational Commitment of working adults in Gen - Z (.191*) at 0.05 level.

Table – 4.5

Correlation matrix of Enhancement of Positive Emotions (EPE) and Organizational Commitment of working adults in Gen - Z.

Variable		Enhancement of Positive Emotions (EPE)	Organizational Commitment
Enhancement of Positive Emotions (EPE)	Pearson Correlation	1	.247**
	Sig. (2-tailed)		0.005
	N	130	130
Organizational Commitment	Pearson Correlation	.247**	1
	Sig. (2-tailed)	0.005	
	N	130	130

** Correlation is significant at the 0.01 level (2-tailed).

The above table shows positive correlation between Enhancement of Positive Emotions (EPE) and Organizational Commitment of working adults in Gen - Z (.247**) at 0.01 level.

Table – 4.6

Correlation matrix of Emotional Competence and Organizational Commitment of working adults in Gen - Z.

Variable		Emotional Competence	Organizational Commitment
Emotional Competence	Pearson Correlation	1	.219*
	Sig. (2-tailed)		0.012
	N	130	130
Organizational Commitment	Pearson Correlation	.219*	1
	Sig. (2-tailed)	0.012	
	N	130	130

* Correlation is significant at the 0.05 level (2-tailed).

The above table shows positive correlation between Emotional Competence and Organizational Commitment of working adults in Gen – Z (.219*) at 0.05 level.

Table – 4.7

Group statistics of Emotional Competence among male and female working adults in Gen - Z.

Variable	Gender	N	Mean	Standard Deviation
Emotional Competence	Male	65	29.4	4.311
	Female	65	29.48	4.035

The above table shows N, Mean and Standard Deviation of Emotional Competence among male and female working adults in Gen - Z.

Table – 4.8

t-value, df and Sig. (2-tailed) of Emotional Competence among male and female working adults in Gen - Z. (N=130)

Emotional Competence	t	df	Sig. (2-tailed)
	-0.105	128	0.917

The above table shows no significant difference in Emotional Competence among male and female working adults in Gen - Z. (N=130)

Table – 4.9

Group statistics of Organizational Commitment among male and female working adults in Gen - Z.

Variable	Gender	N	Mean	Standard Deviation
Organizational Commitment	Male	65	19.95	3.462
	Female	65	20.18	3.132

The above table shows N, Mean and Standard Deviation of Organizational Commitment among male and female working adults in Gen - Z.

Table – 4.10

t-value, df and Sig. (2-tailed) of Organizational Commitment among male and female working adults in Gen - Z. (N=130)

Organizational Commitment	t	df	Sig. (2-tailed)
	-0.399	128	0.691

The above table shows no significant difference in Organizational Commitment among male and female working adults in Gen - Z. (N=130)

DISCUSSION

The study's goal was to look at the impact of Emotional Competence on Organisational Commitment among working individuals in Gen - Z. Gender difference was also studied. This was determined by researching each aspect of emotional competency. These were the primary goals of this study.

Emotional competence, likewise alluded to as the capacity to appreciate people on a profound level, is the capacity to perceive, comprehend, and control one's own sentiments as well as deal with the sensations of others in a fitting and useful way. It entails a collection of abilities that allow people to negotiate their own feelings, communicate them correctly, and engage with other people effectively in a variety of social circumstances. Emotional competence is a crucial part of social and personal

growth since it influences one's connections, interactions, choices, and overall well-being.

Some important aspects of emotional competence involve:

- Mindfulness is the capacity to perceive and fathom one's own feelings, thoughts, and ways of behaving, as well as precisely break down one's own capacities and weaknesses.
- Emotional regulation is a capacity to handle and control one's own feelings in a healthy and appropriate manner, such as coping with stress, anger, and frustration while avoiding hasty or destructive behaviour.
- Empathy is the ability to comprehend and recognise the sentiments of others, as well as to respond to their emotions and requirements with compassion and understanding.
- Emotional expression is the ability to communicate one's feelings clearly, assertively,

and constructively while honouring the feelings and limits of others.

- Emotional awareness in relationships: The ability to recognise and handle the structure that arise in relationships, such as recognising and resolving disputes, developing positive relationships, and encouraging efficient communication.
- Emotional resilience is the ability to recover from setbacks, deal with difficulties, and adjust to change in a healthy and productive manner.
- The ability to recognise and comprehend social cues, standards, and dynamics, as well as to negotiate situations in society with compassion and sensitivity, is referred to as social awareness.

Personal connections, job interactions, leadership abilities, and general well-being can all benefit from developing interpersonal skills. It can lead to improved interaction, better resolution of disputes, more understanding and compassion for others, and enhanced awareness of oneself and autonomy, all of these contribute to happier and more meaningful relationships, as well as improving one's mental and emotional state.

Employees' emotional attachment, loyalty, and dedication to their organisation and its aims is referred to as organisational commitment. It is an emotional state that indicates a person's degree of identification and connection with their organisation, as well as their readiness to put forth effort and remain dedicated to the values, goal, and objectives of the organisation. Employee behaviour and performance are influenced by organisational commitment, which determines their drive, participation, fulfilment with work, and desire to remain with the organisation.

Employees and organisations gain from organisational commitment in a variety of ways, including enhanced satisfaction with work, greater degrees of staff participation, higher productivity, and lower turnover intention. Employees who are committed to the organisation are far more inclined to stay with it, participate positively to its aims, and go above and beyond their work responsibilities. Organisations can foster organisational commitment by fostering a positive organisational culture, encouraging staff participation and involvement, recognising and honouring the contributions of staff members, and

offering a welcoming and welcoming atmosphere at work that respects and values its employees.

The research was initiated to investigate the impact of Emotional Competence on Organisational Commitment of working individuals in Generation Z. A literature review was created after reviewing various articles. The expected outcomes were then identified, and hypotheses were developed. The Emotional Competence Scale (EC-Scale) and the Organisational Commitment Questionnaire were given to 130 working persons in Gen - Z ranging in age from 20 to 26 years. The Pearson Product Moment Correlation technique was utilised to understand the relationship between the variables. The information was collated, analysed, and examined.

Objective 1 and the hypothesis (H1) formulated for it, with the use of Table 4.1, it was discovered that there is a positive correlation between Adequate Depth of Feeling (ADF) and Organizational Commitment of working adults in Gen – Z (.180*) which is significant at 0.05 level. As a result, hypothesis 1 is accepted.

If ADF is referring to Generation Z workers' capacity to responsibly and productively express their emotions at work, those who are more emotionally capable may be better able to control their emotions in a way that is consistent with organisational standards and values. As a result of their improved ability to manage interpersonal interactions and workplace dynamics, this may lead to higher levels of organisational commitment.

Objective 2 and the hypothesis (H2) formulated for it, with the use of Table 4.2, it was discovered that there does not exist a correlation between Adequate Expression Control of Emotions (AECE) and Organizational Commitment of working adults in Gen - Z. As a result, hypothesis 2 is rejected.

If AECE refers to Generation Z employees' capacity for appropriate and controlled emotional expression at work, those who exhibit greater emotional competence in this area may be better able to negotiate social dynamics, settle disputes, and forge enduring relationships with coworkers. They may be better able to control their emotions at work, which could lead to higher levels of organisational commitment.

Objective 3 and the hypothesis (H3) formulated for it, with the use of Table 4.3, it was discovered that there does not exist a correlation between Ability to Function with Emotions (AFE) and Organizational

Commitment of working adults in Gen - Z. As a result, hypothesis 3 is rejected.

People who possess greater emotionally competent within this regard could be more prepared to cope with stressful circumstances at work, deal with difficulties and do well in their roles. If AFE refers to Generation Z employees' ability to control their opinions and cope with their emotional needs in the workplace. As a result of their ability to deal with emotions at work, this may help to increase organisational commitment levels.

Objective 4 and the hypothesis (H4) formulated for it, with the use of Table 4.4, it was discovered that there is a positive correlation between Ability to Cope with Problem of Emotions (ACPE) and Organizational Commitment of working adults in Gen - Z (.191*) which is significant at 0.05 level. As a result, hypothesis 4 is accepted.

Objective 5 and the hypothesis (H5) formulated for it, with the use of Table 4.5, it was discovered that there is a positive correlation between Enhancement of Positive Emotions (EPE) and Organizational Commitment of working adults in Gen - Z (.247**) which is significant at 0.01 level. As a result, hypothesis 5 is accepted.

Objective 6 and the hypothesis (H6) formulated for it, with the use of Table 4.6, it was discovered that there is a positive correlation between Emotional Competence and Organizational Commitment of working adults in Gen - Z (.219*) which is significant at 0.05 level. As a result, hypothesis 6 is accepted.

According to research, emotional competence has a variety of effects on employees' attitudes and behaviours at work, including their commitment to the organisation and job happiness. Employees that are more emotionally competent might be better able to control their emotions, navigate social situations, and deal with stress at work, which might boost organisational commitment.

Objective 7 and the hypothesis (H7) formulated for it, with the use of Table 4.7 and Table 4.8, it was discovered that there is no significant difference in Emotional Competence among male and female working adults in Gen - Z. As a result, hypothesis 7 is not accepted.

Objective 8 and the hypothesis (H8) formulated for it, with the use of Table 4.9 and Table 4.10, it was discovered that there is no significant difference in Organizational Commitment among male and female

working adults in Gen - Z. As a result, hypothesis 8 is not accepted.

Employees from Generation Z may place a high importance on emotional competency in the workplace. This group is known for being digitally proficient, socially concerned, and looking for meaningful work experiences. While emphasising emotional control and productive emotional expression in the context of their profession, they may look for surroundings that allow them to express their feelings honestly.

CONCLUSION

The research was started to examine the effect of working adults in Gen Z's emotional competence on organisational commitment and the gender difference in the two variables if any. 130 working Gen Z adults, including both men and women, participated in the study. The group's age ranged from 20 to 26.

According to the findings, there exists a positive correlation between Adequate Depth of Feeling (ADF) and Organizational Commitment, Ability to Cope with Problem of Emotions (ACPE) and Organizational Commitment, Enhancement of Positive Emotions (EPE) and Organizational Commitment and Emotional Competence and Organizational Commitment of working adults in Gen - Z. There exists no significant difference in Emotional Competence and Organizational Commitment among male and female working adults in Gen - Z.

This indicates that higher emotional competence among employees increases likelihood of job engagement. By increasing employee engagement, job performance, job satisfaction, encouraging organisational identity, and staff retention, emotional competence can have a substantial impact on organisational commitment. Employers who place a high priority on helping their staff become emotionally intelligent may observe improvements in employee commitment and overall organisational effectiveness.

In conclusion, organisations may establish a supportive work environment that encourages emotional competence and organisational commitment among this generation of working adults by understanding the distinctive traits and values of Generation Z. Organisations may promote a healthy workplace culture that improves the emotional competence and commitment of Generation Z employees by connecting with their values, offering

opportunities for growth, fostering inclusion, and supporting well-being.

LIMITATIONS

- The research's time window was constrained.
- The study's sample size was modest.
- Results from one study may not apply to all Generation Z working adults.

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