

## Understanding Generation Z's adaptive performance: the role of core self-evaluation and harmonious work passion

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### Abstract

The COVID-19 pandemic has forced a lot of sectors in society to adapt to the new era. This also impacts the industrial world, especially Generation Z entering the job market. Generation Z is required high adaptive performance to help them adapt, collaborate, and develop management and self-motivation skills. This research aims to analyse the influence of core self-evaluation and harmonious work passion on the adaptive performance of Generation Z after the COVID-19 pandemic. The research used a quantitative approach and purposive sampling techniques to obtain 49 respondents. The results show an influence of core self-evaluation on harmonious work passion and an influence of harmonious work passion on adaptive performance. However, the results show no influence of core self-evaluation on adaptive performance. The overall dynamics emphasise that core self-evaluation as a psychological foundation and harmonious work passion as a positive work experience collectively create an environment where Generation Z not only navigate change effectively but also actively contribute to innovation and organisational growth.

### Keywords:

adaptive performance; core self-evaluation; Generation Z; harmonious work passion; psychological capital.

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## Introduction

The impact of the post-pandemic is the emergence of a new life called the new normal which requires the need for adaptation in the industrial world, especially Generation Z who started to work. Generation Z is a generation that prioritises career and personal relationships, and has high self-confidence (Cseh-Papp et al., 2017). Generation Z, known for being tech-savvy (Naim, 2022), career-focused (Chillakuri & Mahanandia, 2018), and socially conscious (Goryunova & Jenkins, 2023), is entering the workforce with distinct expectations. They value work-life balance, continuous learning (Parry & Battista, 2019), in-person communication, and flexible work arrangements (Nakash, 2024). Generation Z expects employers to integrate technology, provide regular feedback, and support causes they care about (Stumpf & Fielding, 2023).

Most companies in Indonesia are experiencing changes very quickly after the COVID-19 pandemic, and competition between companies is increasingly fierce. One of the company's backbones is Generation Z. This generation is the main resource that responds quickly and adapts to the company's strategy. Their professional qualities and active thinking are important to the company's transformations and changes (Li & Ding, 2022).

Another post-pandemic impact is the difficulty faced in managing time and completing tasks due to limited time and dependence on smartphones to learn new things (Sari et al., 2023). Additionally, there is a stigma that has emerged among Generation Z in the work-life, making them hesitant to express increased stress and anxiety to colleagues in the workplace (Srivastava & Pachauri, 2023). This stigma is related to how they respond to work-life problems and their resistance to the problems. The post-pandemic era has brought uncertainty to the current generation, encouraging employees to be flexible, and adapt to new working styles (Lacuta et al., 2023). This phenomenon encourages Generation Z to have high adaptive performance to help them to adapt, collaborate, and develop management and self-motivation skills (Sari et al., 2023).

The Novel Corona Virus (COVID-19) pandemic also forced formal organisations, government, and various other sectors of society to change their operation (Muttaqin et al., 2020). In Indonesia, extensive social reforms and social distancing policies also made organisations modify their organisational structures (Ghazali et al., 2021). Each individual must understand these conditions and develop the capacity to adapt and succeed in new situations (Jundt & Shoss, 2023; Loughlin & Priyadarshini, 2021). Adaptive performance is an individual's ability to understand and respond to changes in the workplace.

Several previous studies have shown that the factors influencing adaptive performance consist of paradoxical leadership, harmonious work passion, core self-evaluation (Li & Ding, 2022), work engagement, active learning (Nandini et al., 2022), psychological and social capital (Luo et al., 2021), organisational citizenship behaviour (Aamoum & Nejjari, 2020), organisational support, job crafting, work

engagement (Park et al., 2020), emotional intelligence, and organisational learning (Pradhan et al., 2017).

Considering the gaps in existing research, this study first explores the relationship between core self-evaluation and harmonious work passion. Second, this study examines how harmonious work passion influence adaptive performance of new generation employees. Finally, this study analyses the influence of core self-evaluation toward adaptive performance of new generation employees.

## **Literature review**

### ***Core self-evaluation***

Core self-evaluation stands out as a personality trait with profound implications for individuals in the workplace (Nair, 2020). It serves as a lens through which employees perceive and engage with their professional environments (Attiq et al., 2017). This multidimensional feature includes four components: self-efficacy, emotional stability, locus of control, and self-esteem (Judge et al., 2005). These components affect how individuals interpret and negotiate the obstacles and possibilities experienced professionally. These elements of core self-evaluation align with Generation Z' desires for autonomy, meaningful work, and self-expression. For Generation Z, self-efficacy influences their belief in navigating dynamic work environments independently, while emotional stability addresses challenges related to workplace stress (Kuron et al., 2015). The internal locus of control resonates with their quest for meaningful work, and positive self-esteem is a driving force for seeking challenges and expressing unique perspectives in the professional realm (Ruiz, 2017). The influence of core self-evaluation extends beyond mere self-perception; it significantly impacts the cognitive and emotional responses of employees (Ni & Wang, 2015). Individuals with high levels of core self-evaluation tend to approach work situations with greater confidence, emotional resilience, and proactive attitude. This trait becomes a guiding force, affecting how employees assess their capabilities and self-worth in their professional roles (Zhu et al., 2021).

Core self-evaluation plays a pivotal role in determining work-related behaviour. Employees with a positive core self-evaluation are more likely to demonstrate adaptive behaviour, such as resilience in the face of challenges, a proactive problem-solving, and willingness to take on responsibilities (Pujol-Cols & Lazzaro-Salazar, 2020). This, in turn, contributes to a positive work environment and fosters productivity. One notable outcome of core self-evaluation is its impact on harmonious work passion. This concept encapsulates a state of positive psychological well-being and engagement with one's work. Individuals with high core self-evaluation levels are more prone to experiencing harmonious work passion, indicating a strong connection between their inherent self-assessment, emotional stability, and their overall satisfaction and dedication to their work (Ni & Wang, 2015; Tian et al., 2021).

As a fundamental aspect of individual differences with far-reaching implications in the workplace, core self-evaluation influences cognitive-emotional responses (Chang et al., 2012; Farčić et al., 2020), work-related behaviour (Nwanzu & Babalola, 2024), and the development of harmonious work passion underscores its significance in understanding and enhancing the well-being and employee performance (Lavigne et al., 2014; Li & Ding, 2022; Zhang et al., 2023). As organisations seek to optimise employee engagement and productivity, recognising, and nurturing core self-evaluation becomes essential to talent management and organisational development strategies (Karatepe & Demir, 2014). Thus, the following hypothesis can be proposed.

H1: Core self-evaluation positively influences Generation Z's harmonious work passion.

### ***Harmonious work passion***

Harmonious work passion represents a psychological state where cognition, emotion, and motivation converge harmoniously in the context of an individual's professional life (Burke et al., 2015). It is more than just job satisfaction; it encompasses a profound connection and enthusiasm toward one's work (Pollack et al., 2020; Stoia, 2017). Employees who exhibit harmonious work passion perform their tasks with not only a full responsibility but also a deep sense of love and intrinsic motivation (Birkeland, 2019). The self-determination theory forms a foundational framework for understanding harmonious work passion, suggesting that when employees' fundamental psychological needs for autonomy, competence, and relatedness are met, they are more likely to experience this positive state (Islam et al., 2023; Stoia, 2017). The self-determination theory emphasises creating environments that empower individuals, recognise their abilities, and develop a sense of connection with colleagues and the organisation. Generation Z who often seeks purposeful work and positive psychological well-being, are likely to resonate with the concept of harmonious work passion (Dwidienawati et al., 2023). For this generation, experiencing love and enthusiasm for their work, supported by a harmonious self-connection, aligns with their values and contributes to a sense of fulfilment. The self-determination theory further underscores the significance of harmonious work passion for Generation Z, emphasising that their needs for autonomy, competence, and relatedness are crucial drivers for cultivating a positive and passionate connection with their professional roles.

Individuals characterised by harmonious work passion demonstrate a heightened sense of vitality, expanded cognitive capacities, and a strong intrinsic motivation to persist in their professional pursuits (Burke et al., 2015; Stoia, 2017). Harmonious work passion not only contributes to the individual's well-being but also has significant implications for their adaptive performance at work. The intrinsic motivation associated with harmonious work passion propels employees to go beyond the basic requirements of their roles, contributing to a culture of

continuous improvement and innovation (Jan & Zainal, 2020; Stoia, 2017). The quality of harmonious work passion plays a pivotal role in enhancing adaptive performance. In dynamic and unpredictable work environments, individuals with a strong sense of harmonious work passion exhibit adaptive behaviour. They demonstrate resilience in the face of obstacles, actively seek solutions to issues, and remain devoted to continuous learning and development. This adaptability becomes a valuable asset for organisations navigating change and uncertainty (Coetzee & Bester, 2019). Therefore, the following hypothesis can be proposed.

H2: Harmonious work passion positively influences Generation Z's adaptive performance.

### *Adaptive performance*

Adaptive performance stands as a critical aspect of organisational effectiveness, embodying the ability of employees to adjust their behaviour in response to the ever-changing conditions within and beyond the organisational boundaries (Jayawickrama & Karunathilaka, 2022; Park et al., 2020). Adaptive performance goes beyond the traditional notions of task performance and contextual performance, emphasising the capacity of individuals to navigate uncertainties, embrace changes, and contribute to the overall agility of the workplace. Adaptive performance becomes indispensable for organisational survival and success in the contemporary business landscape, characterised by rapid technological advancements and global interconnectedness. Generation Z, known for their flexibility and adaptability, find adaptive performance particularly aligned with their professional ethos. The trait complements their task and contextual performance, reflecting their ability to navigate the dynamic and rapidly changes landscape of the modern workplace. As Generation Z prioritise meaningful work and continuous learning, the capacity to quickly adapt to new challenges becomes instrumental. However, it's essential to acknowledge that this generation may grapple with uncertain adaptability, given their roles' fluid and evolving nature (Nasser, 2022).

Adaptive performance and its determinants are significant because they play a crucial role in the success and growth of organizations in today's rapidly changing business environment. Adaptive performance refers to the ability of individuals, teams, and organizations to adjust and respond effectively to new situations, challenges, and opportunities. It is essential for organizations to be adaptive in order to remain competitive and innovative in the face of technological advancements, market changes, and other external factors (. Despite these challenges, adaptive performance is not a solitary endeavour; it is intricately connected with the psychological state of harmonious work passion. Employees who experience a harmonious relationship with their work, characterised by love, enthusiasm, and intrinsic motivation, are more likely to demonstrate adaptive behaviour. Harmonious work passion catalyses employees' resilience, willingness to embrace

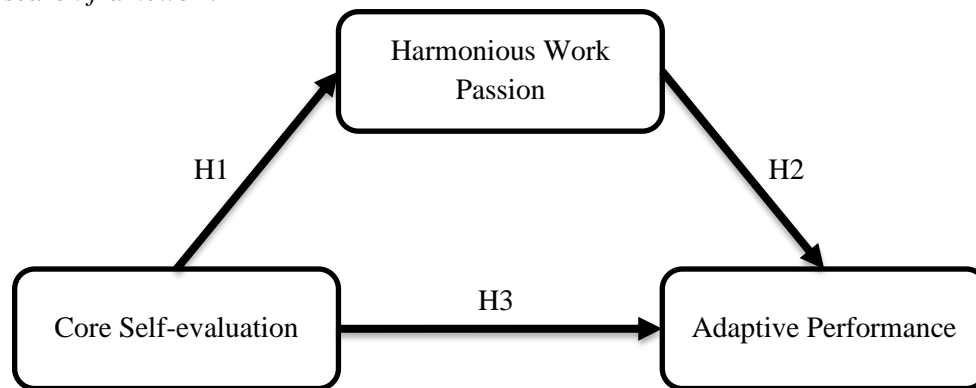
changes, and ability to explore innovative solutions (Coetzee & Bester, 2019). Hence, the following hypothesis can be proposed.

H3: Core self-evaluation positively influences Generation Z's adaptive performance.

The variables' relationship in this study is presented in Figure 1.

**Figure 1.**

*Research framework*



Source: Authors' work (2024)

### Research method

This research uses a quantitative approach to answer the hypotheses. Respondents were obtained using a purposive sampling technique, who were selected based on predetermined criteria to answer the hypotheses. A total of 49 respondents were obtained from 10 firms and had met the criteria, i.e., employees who belong to Generation Z. The questionnaire was generated using Google Form. The survey was conducted by directly approach human resource department representatives which further delivered to Generation Z employees from each firm.

Furthermore, to ensure the readability and clarity of measurement items, the questionnaire has passed through back-to-back translation from English to Bahasa Indonesia. A Likert scale was used to measure the respondents' attitudes, using a scale of 1-5, with a value of 1 representing a response of "strongly disagree" and 5 representing a response of "strongly agree". The three variables used in this research, namely core self-evaluation, harmonious work passion, and adaptive performance, were measured by adapting items from previous research: core self-evaluation was measured using 8 items, harmonious work passion using 12 items, and adaptive performance uses 9 items (Li & Ding, 2022). The measurement items are presented in Table 1.

### Result

#### *Characteristics respondent*

Based on gender, the number of respondents in this study was dominated by women as shown in Table 2. Furthermore, the age distribution between 18-25 was



more dominant. Majority respondents' work period was less than 1 year and they held positions as staff.

**Table 1.**

*Item measurements*

Variables	Items
Core self-evaluation	<p>I believe I will get the success I deserve in my life.</p> <p>Sometimes I feel stressed about my work.</p> <p>When I try something in my work, it usually works.</p> <p>When I fail at my job, I feel worthless.</p> <p>I completed my assignment successfully.</p> <p>I feel like I can't control my work.</p> <p>I am satisfied with myself in my work.</p> <p>I feel doubtful about my competence in my current job.</p> <p>I determine what will happen in my life.</p> <p>I felt like I couldn't control my success in my career.</p> <p>I was able to solve almost all my problems.</p> <p>There was a time when everything in my life felt bleak and hopeless.</p>
Harmonious work passion	<p>My current job allows me to gain a variety of experiences.</p> <p>I appreciate my work more because I discover new things.</p> <p>I have had unforgettable experiences from my work.</p> <p>My work reflects the qualities I like about myself.</p> <p>My work is in harmony with the activities in my life.</p> <p>My work became a passion that I could control.</p> <p>I am really interested in my current job.</p>
Adaptive performance	<p>I can adapt well to changes in core tasks.</p> <p>I deal with changes according to my core tasks.</p> <p>I learned new skills to help me adapt to changes in my core duties.</p> <p>I handle effectively changes in my work unit.</p> <p>I learn new skills when I get a new role.</p> <p>I respond constructively to changes in my work team.</p> <p>I respond flexibly to changes in my company (for example, changes in management).</p> <p>I'm dealing with changes to the way the company I work for operates.</p> <p>I get information that helps me adapt to changes in the company</p>

Source: Authors' work (2024)

### ***Validity and reliability test results***

The validity and reliability test results can be seen from the loading factor, CR, and AVE values which can be seen in Appendix 1. Research data is considered valid when the loading factor value exceeds 0.5. The result shows that the three variables have factor loading values that are more than the valid data assessment parameters. Data is declared reliable if the CR value is more than 0.7 and the AVE value is more than 0.5. The three variables studied showed CR and AVE values exceeding CR values of 0.7 and AVE 0.5, which can then be declared reliable. The data obtained on the core self-evaluation, harmonious work passion, and adaptive performance variables are declared valid and reliable.

**Table 2.**

*Profile of respondent (N=49)*

Description		Frequency	Percentage
Gender	Female	39	0.796
	Male	10	0.204
Age	18-25	43	0.878
	26-35	5	0.102
	36-45	0	0.000
	>46	1	0.020
Department	HRD	17	0.3469
	Marketing	15	0.3061
	Finance	6	0.1224
	Frontline/admin/ Procurement/operation	11	0.2245
Job position	Staff	32	0.653
	Assistant	3	0.061
	Manager	3	0.061
	Social media specialist	1	0.020
	Internship	8	0.163
	Committee	1	0.020
	Event support	1	0.020
Tenure	<1 year	32	0.653
	1-2 years	9	0.184
	3-4 years	7	0.143
	>5 years	1	0.020

Source: Authors' work (2024)

### ***Normality test results***

The data obtained to test the hypotheses needs to meet the normal data criteria, which can be seen in Appendix 2. Appendix 2 shows the Skewness and Kurtosis values of each questionnaire item in this study. Data is assumed to be normal if the critical value is more than -2.58 and less than 2.58. Looking at the critical value of Kurtosis, it can be stated that the data is still within the range according to normal parameters. The data used in this research can be considered normal to be used to answer research questions.

### ***Hypothesis test results***

Table 3 shows hypothesis test results. The hypotheses were tested using Structural Equation Modelling (SEM) with AMOS software. The hypothesis is accepted if the P value is less than or equal to 0.05. Hypothesis 1 test result shows that the P value obtained is 0.020. It indicates that the hypothesis is accepted, namely that there is a significant influence of core self-evaluation on harmonious work passion. Hypothesis 2 test result shows that the P value obtained is 0.038. It indicates that the hypothesis is accepted, namely that harmonious work passion has a significant influence on adaptive performance. Hypothesis 3 test result shows that the P value obtained is 0.883. It indicates that the hypothesis is rejected, namely that there is no significant influence of core self-evaluation on adaptive



performance. Based on the hypotheses proposed in this research, two hypotheses were accepted and one hypothesis was rejected.

**Tabel 3.**

*Hypothesis test AMOS*

Hypothesis			Estimate	S.E.	C.R.	P	Results
Core self-evaluation	→	harmonious work passion	0.831	0.357	2.330	0.020	Significant
Harmonious work passion	→	adaptive performance	1.020	0.491	2.075	0.038	Significant
Core self-evaluation	→	adaptive performance	-0.076	0.517	-0.147	0.883	Not significant

## Discussion

This research shows that core self-evaluation plays a significant role in shaping individuals' psychological states and attitudes toward their work. Previous research has found a significant influence of core self-evaluation on harmonious work passion (Li & Ding, 2022; Rodrigues & Rodrigues, 2023; Shiloh et al., 2023). The self-efficacy component of core self-evaluation is the key driver to individual's belief in their ability to perform tasks and overcome challenges. Individuals with high self-efficacy are more likely to approach their work confidently, viewing challenges as opportunities for growth rather than insurmountable obstacles. This positive mindset contributes to the development of harmonious work passion, creating an environment where individuals find joy and fulfilment in their professional endeavours. They also have emotional stability which help them to manage stress, setbacks, and uncertainties in the workplace. With this emotional resilience fosters a positive work environment, supporting the development of harmonious work passion as individuals are more likely to maintain a positive and constructive outlook even in challenging situations.

It is interesting to see how the interaction between core self-evaluation and harmonious work passion can be an evident in the relationship between self-esteem and passion for work. Individuals with a positive self-esteem component of core self-evaluation are more prone to seek challenges, express their unique perspectives, and actively contribute to their work environment. With positive self-esteem, Generation Z are likely to actively seek challenges and make meaningful contributions, creating a work environment that supports the formation of harmonious work passion. The belief that they have control over their destiny aligns with Generation Z's aspirations to impact their work, strengthening the connection between core self-evaluation and harmonious work passion in this generation.

Previous research has proven that harmonious work passion influences adaptive performance (Li & Ding, 2022; Shen et al., 2023). Today's Generation Z, driven by a desire for work that aligns with their values and contributes to a sense of purpose, find a catalyst for heightened adaptive performance in harmonious work

passion. This generation, often labelled as adaptable and tech-savvy, thrives in environments where they can connect emotionally with their work. Harmonious work passion fosters a positive mindset, encouraging Generation Z to view changes not as disruptions but as opportunities for growth. This positive outlook contributes to their resilience in the face of uncertainty, a key component of adaptive performance.

It is crucial to consider the results which show that the intrinsic motivation of Generation Z employees is in line with harmonious work passion because they seek roles that provide financial remuneration and a sense of personal fulfilment. When Generation Z experience passion for their work, they are more likely to proactively seek solutions to problems, engage in continuous learning, and contribute innovatively to their tasks—all vital aspects of adaptive performance. On the other hand, Generation Z valuing meaningful connections in their professional lives, are more likely to adapt to new circumstances when they feel emotionally connected to their work and colleagues. By fostering a positive work environment and strong interpersonal relationships, harmonious work passion contributes to the collaborative and adaptive culture Generation Z often seek.

The relationship between core self-evaluation and adaptive performance has been proven by previous research, which in this study was found to be not significant. Previous research shows a positive relationship between core self-evaluation and adaptive performance (Li & Ding, 2022; Rodrigues & Rodrigues, 2023). However, in this study, the relationship between core self-evaluation and adaptive performance was found to be insignificant. These results were obtained due to Generation Z, who are among the generation affected by the COVID-19 pandemic and have recently pursued careers in their respective positions or positions.

Generation Z has grappled with not only psychological distress but also the pervasive impact of loneliness (Shiloh et al., 2023). This loneliness extends beyond personal spheres (De Rycker & Jamal, 2023; Riedel-Heller, 2023). The epidemic significantly hampers Generation Z's ability to connect with colleagues and engage collaboratively in the workplace, further straining their interpersonal skills and problem-solving capacities. The challenges that Generation Z faces, which relate to their expectations of the work environment and what they get, shape the workplace dissatisfaction experienced by Generation Z (Haynes, 2023). This dissatisfaction, compounded by the isolation and uncertainty of the COVID-19 pandemic, not only affects their overall job satisfaction but also disrupts their ability to adapt to changes in the work environment. The challenges faced by Generation Z while started their careers, illustrate the intricate interplay between psychological distress, professional challenges, and adaptation struggles (Haynes, 2023). These findings emphasise the urgent need for further research to comprehensively understand and address the adaptation and challenges encountered by Generation Z in the aftermath of the COVID-19 pandemic. The intricate connections between loneliness,

workplace dissatisfaction, and the ability to navigate new and unique situations underscore the complexity of their experiences, urging a deeper exploration of strategies to support Generation Z's adaptation in the evolving landscape shaped by the COVID-19 pandemic.

This research produces interesting empirical findings, illustrating the relationship pattern between core self-evaluation, harmonious work passion, and adaptive performance, especially in the context of Generation Z employees. These findings reveal a significant relationship between core self-evaluation and harmonious work passion, which then harmonious work passion influences adaptive performance. However, another finding in this research is that there is no significant relationship between core self-evaluation and adaptive performance. This phenomenon illustrates the complexity in the dynamics of Generation Z's adaptation in the work environment, especially those going through the COVID-19 pandemic. Research highlights that Generation Z's ability to adapt in the workplace can be optimally achieved when their passions are aligned with the work environment. This alignment of passion reflects a match between the characteristics of Generation Z and their current work environment. This harmony of passion is strengthened by the process of self-evaluation of their performance. However, the findings show that self-evaluation abilities, without going through the passion alignment stage, cannot significantly influence their ability to adapt to the dynamics of the work environment. This study becomes an important note for companies with Generation Z employees to pay attention to harmony between the work environment and the passions of Generation Z employees.

This phenomenon is thought to be related to the impact felt by Generation Z during the COVID-19 pandemic. They experience isolation, psychological stress, and unusual work experiences, all of which can affect their interactions and performance in the work environment. Generation Z experienced a significant impact from the COVID-19 pandemic, facing changes in education, mental health challenges, and limited job opportunities (Harari et al., 2023). During the COVID-19 pandemic period, Generation Z was forced to adapt to a changing work and education environment, with a shift to a remote model (as is known as work from home) and widespread economic uncertainty. The isolation during the COVID-19 pandemic has also resulted in a lack of social interaction and emotional support, impacting their mental well-being and productivity. The psychological impact of the COVID-19 pandemic, such as anxiety, depression, and overall burnout, has placed additional pressure on Generation Z who are still in the early stages of their careers.

Additionally, uncertainty about the future and job insecurity can affect their motivation and performance at work. These results provide a basis for understanding that needs to be underlined about the experiences and challenges faced by Generation Z during the COVID-19 pandemic, so that they can provide valuable insight for organisations to develop more holistic strategies to support

future Generation Z employees' well-being and performance. Companies can accommodate Generation Z employees' need for work-life balance, provide social and mental health support, and build a work environment that is inclusive and responsive to the needs of Generation Z.

In contrast, harmonious work passion results from the internalisation of autonomous activities into one's identity and self. This kind of internalisation occurs when individuals freely accept the activity as something important to them without any contingencies attached to it. This internalisation originates from the self's intrinsic and integrative tendencies (Ryan & Deci, 2003), and generates the motivational power to engage in activities voluntarily and a sense of personal volition and support to pursue activities. When harmonious work passion is at play, individuals freely choose to engage in activities they love. With this type of passion, the activity occupies a significant but not overly dominant space in a person's identity and is in harmony with other aspects of life. In other words, with harmonious work passion, authentic self-integration plays a role in allowing the person to fully take part in passionate activities flexibly and mindfully (Brown et al., 2007; Ryan & Deci, 2000), opens ways that are conducive to positive experiences (Hodgins & Knee, 2004). Consequently, people with harmonious desires should be able to fully focus on the task at hand and experience positive outcomes both during task engagement (e.g., positive affect, concentration, and flow) and after task engagement (general positive affect and satisfaction). Therefore, there should be little or no conflict between a person's passionate activities and his or her other life activities.

### **Conclusion, limitation, and future research**

This study concludes that core self-evaluation significantly influences harmonious work passion, which subsequently enhances adaptive performance among Generation Z employees. While core self-evaluation alone does not directly impact adaptive performance, it serves as a psychological foundation that fosters passion toward work, enabling young employees to respond more effectively to change. These findings highlight the importance of aligning personal values and emotional engagement with professional responsibilities to support Generation Z's adaptation in the workplace. However, the study has limitations. The reliance on self-report questionnaires may introduce response bias, the limited sample size from a single province reduces the generalizability of the results, and the cross-sectional design restricts causal inference. Future research should consider broader and more diverse samples, longitudinal designs to track behavioural changes over time, and the inclusion of other potential mediators or moderators such as organisational support, digital burnout, or leadership style. Additionally, qualitative methods may provide richer insights into how Generation Z perceives and navigates adaptive challenges in a post-pandemic world.

### Author contribution

**Dwiarko Nugrohoseno Koespono:** Conceptualisation and Research Design, Data Collection, Methodology, Writing Entire Paper, Conceptualisation, Data Collection and Analysis, Editing and Layouting. **Fendy Suhariadi:** Supervision. **Praptini Yulianti:** Supervision. **Reynaldi Dwi Junianta:** Data Collection and Analysis, Editing and Layouting.

### Declaration of interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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## Appendix 1.

### Validity and reliability test results

Variables	Loading Factors	CR	AVE	Conclusion
Core self-evaluation	0.665-0.743	0.806	0.509	Valid and reliable
Harmonious work passion	0.556-0.879	0.849	0.537	Valid and reliable
Adaptive performance	0.623-0.750	0.857	0.501	Valid and reliable

## Appendix 2.

### Normality test results

Variable	Min	Max	Skew	C.R.	Kurtosis	C.R.
AP9	3.000	5.000	-.391	-1.117	-.718	-1.026
AP8	2.000	5.000	-.463	-1.322	.412	.589

Variable	Min	Max	Skew	C.R.	Kurtosis	C.R.
AP7	3.000	5.000	-.094	-.268	-.547	-.781
AP6	3.000	5.000	.000	.000	-.550	-.786
AP3	3.000	5.000	-.130	-.371	-.481	-.688
AP2	3.000	5.000	-.042	-.121	-.263	-.376
HWP7	1.000	5.000	-.972	-2.778	1.537	2.196
HWP6	1.000	5.000	-.865	-2.472	.748	1.068
HWP4	2.000	5.000	-.712	-2.034	.566	.808
HWP2	3.000	5.000	-.740	-2.114	-.483	-.690
HWP1	3.000	5.000	-.303	-.865	-.801	-1.144
CSE1	4.000	5.000	-.550	-1.573	-1.697	-2.425
CSE5	3.000	5.000	.083	.238	-.241	-.344
CSE7	1.000	5.000	-1.182	-3.377	1.960	2.800
Multivariate					27.972	4.625