

# CAREER DEVELOPMENT PERCEPTION AND SOCIAL SUPPORT ON ORGANIZATIONAL COMMITMENT MEDIATED BY PSYCHOLOGICAL WELL-BEING AMONG GEN Z IN SURABAYA CITY

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## Abstract

This study aims to analyze the influence of career development perception and social support on organizational commitment mediated by psychological well-being among Generation Z in Surabaya City. The research method used is quantitative with a positivistic approach. The sample consisted of 150 respondents, and data were collected through questionnaires. The analysis was conducted to examine both direct and indirect effects among the studied variables. The results indicate that career development perception, social support, and psychological well-being have a positive and significant effect on organizational commitment. Furthermore, career development perception and social support have a positive and significant effect on psychological well-being. In addition, psychological well-being significantly mediates the relationship between career development perception and organizational commitment, as well as the relationship between social support and organizational commitment.

**Keywords:** Career Development Perception, Social Support, Organizational Commitment, Psychological Well-being, Generation Z.

## 1. Introduction

Human resources are the primary assets and key drivers of success in every organization. People are not only operational actors but also the main agents capable of optimizing other resources such as technology, finance, and infrastructure. Therefore, the quality of human resources must be continuously maintained to ensure their optimal contribution in the form of ideas, creativity, performance, and loyalty toward achieving organizational goals (Putri, 2019).

One crucial aspect of maintaining human resource quality is psychological well-being defined as an individual's optimal mental condition that enables effective and productive responses to work-related stress and challenges (Eva et al., 2020). Psychological well-being not only influences individual mental health but also affects employee engagement and loyalty to the organization.

Abraham Maslow, in his "Hierarchy of Needs Theory," asserts that psychological well-being is a fundamental human need that must be fulfilled for individuals to realize their potential. When a person achieves psychological well-being, they are more likely to develop and contribute maximally to the organization (Maslow, 1954).

Recent data from Humas, Biro Hukum dan Perempuan dan Anak, (2024) highlight a serious mental health issue among Indonesian youth, with 34.9% experiencing mental health disorders in the past year—yet only a small portion seek professional help. This underscores the importance of mental health, particularly psychological well-being, for Generation Z (born between 1997 and 2010), who are now entering the workforce (Agustriyana et al., 2024).

Generation Z possesses unique characteristics that affect their psychological well-being, such as high dependence on technology, difficulty in direct social interaction, and anxiety about an uncertain future amidst complex economic dynamics (Agustriyana et al., 2024). A study by (Istiningtyas, 2022) found that 43.7% of Gen Z still feel psychologically unwell, indicating persistent challenges in improving their mental well-being.

According to Perdana, (2025), East Java ranks second nationally for the largest Gen Z population, with 9.3 million individuals. West Java tops the list with 11.8 million, but it also records the highest number of unemployed Gen Z individuals in Indonesia. National surveys show that around 22.5% of Indonesia's Gen Z population approximately 9.9 million people fall into the NEET (Not in Employment, Education, or Training) category. West Java records the highest NEET rate at 9.77% among provinces on Java Island. Although East Java is not the highest, its large Gen Z population suggests a similar potential phenomenon. Furthermore, Badan Pusat Statistik, (2023) show that in Surabaya, the capital of East Java, there are approximately 240,670 residents aged 15–19 and 240,360 aged 20–24 each representing about 7.98% and 7.97% of the total 3.02 million city population. This makes Surabaya the city with the largest Gen Z population in East Java, serving as a representative location to study the dynamics of this generation (Perdana, 2025).

In terms of employment, the number of layoffs (PHK) in East Java throughout 2024 was significant, with 8,394 workers laid off across 21 cities/regencies, placing East Java fifth nationally for the highest number of layoffs (Hikam, 2025). Surabaya itself reported 173 layoffs in 2024. Additionally, data from the Ministry of Manpower as of February 2025 show an additional 978 layoffs in East Java, including Surabaya. This phenomenon is highly relevant to Gen Z in Surabaya, who are entering their early careers amid such employment instability.

The wave of layoffs experienced in Surabaya during 2024–2025 has had a significant impact on Generation Z, who are at the beginning of their professional journeys. According to (Hartono, 2025), many Gen Z workers in Surabaya lost their jobs in 2024 due to their inability to adapt to formal organizational cultures that uphold traditional norms, while Gen Z tends to prioritize self-love, flexible work, and self-expression such as using informal language in the workplace. This generational mismatch makes them more vulnerable to layoffs, especially during corporate crises.

In organizational contexts, Gen Z's psychological well-being is strongly influenced by their perception of career development and the social support they receive. Career development perception refers to how employees assess opportunities such as training, promotion, and skill enhancement provided by their organizations. This perception is crucial as it correlates with work motivation, satisfaction, and productivity (Zuraida, 2021). Well-structured career advancement opportunities can elevate employees' socioeconomic status, ultimately improving their psychological well-being (Estikomah and Sahrah, 2019).

Meanwhile, social support from the workplace including emotional assistance, informational support, and practical help plays a vital role in maintaining employees' psychological well-being, especially under work-related stress (Apriyana and Sosialitas, 2022). A supportive social environment fosters psychological security and attachment, which in turn enhances employees' commitment to the organization.

The central issue addressed in this study is the organizational commitment (Y) of Generation Z, who are now starting to dominate the labor market. Organizational commitment reflects the extent to which employees feel emotionally attached and strongly motivated to remain in and contribute to their organizations (Zuraida, 2021). In practice, many organizations face difficulties retaining Gen Z's commitment, as this generation tends to avoid long-term attachments and seeks immediate job satisfaction (Pratiwi, 2022).

The main questions raised are: Why is organizational commitment among Gen Z relatively lower compared to previous generations, and what factors contribute to this trend? Numerous studies suggest that psychological well-being plays a mediating role in the relationship between career development perception and social support with organizational commitment (Putri, 2019). When employees' psychological well-being is compromised, their engagement and loyalty to the organization decrease, affecting both productivity and workforce stability.

However, previous research findings regarding the relationship among career development, social support, psychological well-being, and organizational commitment remain inconsistent. (Parola, 2020) found that career development perception does not always have a significant impact on organizational commitment, especially among younger generations who value work-life balance and meaningful work more than formal career paths. Similarly, Hatch et al., (2020) argued that peer social support does not necessarily improve organizational commitment, particularly if it lacks emotional attachment. Hannah et al., (2020) also found that psychological well-being does not always serve as a mediator in the relationship between work environment factors and organizational commitment, especially among young respondents who are highly adaptable to pressure.

These varying perspectives highlight the need for deeper research, particularly among Gen Z in Surabaya—a major economic and labor hub in Indonesia. This population faces economic pressures, job market competition, and high expectations for quality of life, all of which can influence their perception of career development, social support, and psychological condition (Istiningtyas, 2022). When psychological well-being is not achieved, their loyalty and organizational commitment may significantly decline.

Based on the aforementioned context, this study aims to comprehensively examine the influence of career development perception and social support on organizational commitment, mediated by psychological well-being, particularly among Generation Z in Surabaya City. By understanding these interrelationships more thoroughly, organizations can develop more responsive and sustainable human resource strategies aligned with the core values upheld by Generation Z.

## **2. Literature Review**

### **2.1. Maslow's Hierarchy of Needs Theory**

In the hierarchy of needs theory developed by Abraham Maslow, it is stated that humans tend to fulfill their basic needs first before progressing to higher-level needs. Once the fundamental needs are met, higher-level needs begin to emerge, and this process continues in a sequential and ongoing manner (Bari and Hidayat, 2022).

Maslow also explained that every human being is born with universal intrinsic needs that drive them to grow, develop, and actualize their full potential. These intrinsic needs include physical, psychological, social, developmental, and safety needs. These needs are organized into a structure known as Maslow's Hierarchy of Needs (Maslow, 1954).

### **2.2. Generational Cohort Theory**

Generational Cohort Theory (GCT) was developed by William Strauss and Neil Howe in the early 1990s. This theory is based on the assumption that individuals born within a specific time span—typically 15 to 20 years—share common historical, social, and economic experiences during their formative years. These shared experiences, such as technological advancements, economic crises, political shifts, or cultural changes, shape the core values, attitudes, and behaviors that distinguish one generation from another. In other words, GCT emphasizes the importance of cohort effects, which refer to the influence of formative life experiences on each generation's worldview, priorities, and preferences.

Over time, GCT has been widely applied to understand generational differences across various domains, including marketing, education, and organizational management. In marketing, for instance, (Thach et al., 2020) utilized GCT to explore how Generation Z exhibits distinct preferences in wine consumption compared to earlier generations. In the field of education, Padayachee, (2017) examined how generational differences affect the integration of technology in teaching and learning processes. In human resource management, the theory is used to explain how work preferences, communication styles, and work motivation differ significantly among generations, allowing organizations to tailor their employee management strategies to generational characteristics.

Generation Z, born between 1997 and 2012, is known as a cohort that has grown up alongside rapid digital technology advancement, social media proliferation, and accelerated socio-economic changes. This generation tends to have a strong need for self-actualization, workplace flexibility, personal development, and inclusive and meaningful work environments (Seemiller and Grace, 2019). These needs align closely with Maslow's Hierarchy of Needs, which posits that individuals are motivated to fulfill five levels of needs: physiological, safety, social, esteem, and self-actualization (Maslow, 1954). Based on GCT, Gen Z tends to progress more rapidly toward higher-level needs such as esteem (self-respect and recognition) and especially self-actualization compared to previous generations. This is largely due to their early exposure to platforms that encourage self-expression, creativity, and personal achievement (Priporas et al., 2017).

### **2.3. Career Development Perception**

Employees in an organization may at times experience discomfort in their work environment due to uncertainties regarding their job status, which in turn affects their perception of career development opportunities (Zuraida, 2021). Perception is a process that begins with sensing, where individuals receive stimuli through sensory organs—commonly referred to as the sensory process. This process involves the intake of information or messages into the human brain, enabling continuous interaction and engagement with the surrounding environment (Estikomah and Sahrah, 2019).

Career development perception refers to how employees view the advancement of their careers in line with the organizational career plans that have been established. Career development includes various aspects such as training, education, promotion opportunities, and skill enhancement. This perception is crucial as it can influence motivation, performance, and job satisfaction (Zuraida, 2021).

Individuals with sufficient capabilities and skills are more likely to develop a positive perception of career development. Conversely, those who do not meet the qualifications for career advancement or skill improvement tend to form negative perceptions toward the organization. A positive perception of career development can enhance employees' loyalty and commitment to the organization. Furthermore, having clearly defined career development goals or levels can encourage individuals to maximize their potential, which is reflected in more effective and productive work performance (Purnama, 2020).

#### **2.4. Social Support**

Social support refers to the assistance received by individuals or groups in the form of comfort, care, or any type of help that makes them feel noticed, loved, and supported (Giri and Hardiansyah, 2024). Individuals who receive social support tend to have better psychological well-being, especially if they possess a high level of religiosity. Psychological well-being is a key indicator of mental health.

According to the Iceberg Model of Health and Illness developed by Travis and Ryan—American researchers known in the field of public health—health is not merely the absence of disease but encompasses overall well-being, including psychological, emotional, social, and spiritual aspects. One concrete manifestation of spirituality is religiosity. This theory explains how social support can enhance psychological well-being, with religiosity acting as a strengthening factor in this relationship (Eva et al., 2020).

(Apriyana and Sosialitas, 2022) also assert that social support plays a vital role in improving an individual's psychological well-being, especially when the person is facing difficulties or stressful situations. This support can take various forms, including emotional, informational, or practical assistance, and is often obtained through relationships with family, friends, or larger communities. Access to social support can significantly help individuals cope with challenges, as it provides a sense of safety, acceptance, and a space to share their concerns.

#### **2.5. Psychological Well-Being**

Psychological well-being reflects an individual's optimal mental functioning and contributes positively to their life. A well-balanced mental state plays a crucial role in enabling individuals to cope more effectively with life's challenges. Psychological well-being fosters the emergence of positive emotions that guide individuals in finding appropriate solutions to various problems (Eva et al., 2020).

Good psychological well-being enables individuals to interact with others in a more positive and constructive manner. When individuals feel emotionally balanced, they tend to be more open, empathetic, and capable of listening well to others. This, in turn, enhances communication quality and strengthens interpersonal relationships. Moreover, individuals with high psychological well-being are more likely to resolve conflicts in a healthy way, thereby fostering harmonious relationships with friends, family, and colleagues (Apriyana and Sosialitas, 2022).

Psychological well-being also reflects how individuals perceive their surrounding environment. When a person feels accepted and develops harmonious social relationships, it indicates a high level of psychological well-being. Even in the workplace, individuals with good psychological well-being are more motivated to carry out their duties enthusiastically and tend to feel satisfied with the responsibilities they undertake (Estikomah and Sahrah, 2019).

#### **2.6. Organizational Commitment**

Organizational commitment refers to an individual's belief in and dedication to the organization, which manifests as a determination to support the organization's sustainability and success. A high level of commitment is reflected in increased work productivity and a decreased desire to leave the organization (Giri and Hardiansyah, 2024).

Commitment represents a psychological force within an individual, demonstrated through active involvement in the organization and a strong desire to remain a part of it. This commitment drives individuals to perform optimally in support of the organization's growth and development (Zuraida, 2021).

### 3. Methods

According to Zikmund et al., (2017), a sample is a group or subset of individuals drawn from a larger population. The subjects of this study are members of Generation Z who reside in the city of Surabaya and are currently employed in an organization, allowing for the analysis of their psychological well-being and organizational commitment levels. The research questionnaire was distributed in several sub-districts, namely Tambaksari, Sawahan, Semampir, Kenjeran, and Wonokromo. These areas were selected because they represent the districts in Surabaya with the highest number of workers, thus providing a representative sample for the study.

The sampling technique used in this research is purposive sampling. According to Sugiyono, (2022), purposive sampling is a technique in which samples are selected based on specific criteria determined by the researcher in line with the research objectives. The criteria for selecting the sample are as follows: (1) Members of Generation Z who reside in Surabaya; (2) Aged at least 18 years old; (3) Have been employed in an organization for a minimum of one year, as this duration is considered sufficient for individuals to have developed stable perceptions of career development, experienced social support, and demonstrated levels of psychological well-being and organizational commitment in a more objective and relevant manner. psikologis dan komitmen organisasi secara lebih objektif dan relevan.

According to Hair et al. (2014), the minimum sample size can be calculated using the formula:  $5 \times$  the number of indicators. Based on this, the minimum sample size required is  $5 \times 19$  indicators = 95 respondents. The researcher distributed questionnaires to 150 respondents to anticipate the possibility of receiving invalid or unreliable responses. The questionnaires were distributed across sub-districts using WhatsApp and Instagram applications.

This study employed the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique to analyze the relationships among the independent variables. PLS-SEM is applied to estimate partial least squares through regression with the aim of explaining the variance of latent constructs, minimizing error, and maximizing the  $R^2$  value in endogenous constructs. Structural Equation Modeling (SEM) encompasses various models that describe the relationships among observed variables and enables the testing of theoretical models quantitatively (Hair et al., 2014).

## 4. Results and Discussion

### 4.1 Results

#### 4.1.1. Validity Test

##### Convergent Validity

Convergent Validity The loading factor in this study has met the convergent validity criteria, namely a value of  $> 0.7$  for each indicator. Thus, each indicator can be considered valid and consistently represent the construct being measured. Therefore, the convergent validity test is accepted based on these criteria. In addition, the results of the analysis show that the outer loading value for each construct is higher than the outer loading value of the indicators in other constructs. This shows the fulfillment of the discriminant validity condition, where each construct is able to distinguish itself well from the others.

**Table 1: Outer Loading Results**

	X1	X2	Z1	Y1
X1.1	0,798			
X1.2	0,806			
X1.3	0,866			
X1.4	0,847			
X1.5	0,844			
X1.6	0,812			
X2.1		0,925		
X2.2		0,904		
X2.3		0,866		
X2.4		0,772		
Z1.1			0,779	
Z1.2			0,809	
Z1.3			0,855	
Z1.4			0,876	
Z1.5			0,831	

	X1	X2	Z1	Y1
Z1.6			0,831	
Y1.1				0,899
Y1.2				0,916
Y1.3				0,874

Primary data source, processed by researchers(2025)

Based on the results of outer loading in the table above, it can be seen that all indicators in this study show a strong relationship with the measured construct, with an outer loading value above 0.7. This shows that these indicators have good convergent validity and are able to accurately represent constructs.

#### Average Variance Extracted (AVE)

The results of the outer loading test in this study aim to evaluate the extent to which each indicator can measure the relevant constructs or latent variables in the model. According to Hair et al. (2014), convergent validity refers to the extent to which an indicator is highly correlated with the construct in question, as well as with other indicators in the same construct. Convergent validity is usually evaluated through a loading factor value (> 0.7) and an Average Variance Extracted (AVE) value > 0.5.

However, to complement the convergent validity test and ensure that each indicator actually measures the right construct without overlapping with other constructs, a cross loading analysis is also performed. Cross loading shows the correlation between the indicator and the entire construct in the model, not just the original construct. An indicator is considered to meet discriminant validity (and indirectly supports convergent validity) if the loading value of the indicator to the original construct is higher than its loading value to other constructs. In other words, the indicator must be more "faithful" to the construct from which it originates than to other constructs.

Based on the results obtained, most of the indicators in this study show the highest loading value in the original construct when compared to other constructs. This indicates that these indicators have the ability to adequately distinguish constructs from each other, and thus, support convergent validity in the research model. The following are the results of cross loading in this study:

**Table 2.** Cross Loading Results

	Persepsi Pengembangan Karir (X1)	Dukungan Sosial (X2)	Kesejahteraan Psikologis (Z1)	Komitmen Organisasi (Y1)
X1.1	0,798024	0,750816	0,721414	0,738621
X1.2	0,805677	0,686535	0,689401	0,726048
X1.3	0,866383	0,729253	0,747402	0,79814
X1.4	0,847027	0,631794	0,591005	0,61549
X1.5	0,843931	0,650882	0,607652	0,624098
X1.6	0,811874	0,681443	0,667855	0,632861
X2.1	0,719709	0,924789	0,691203	0,763268
X2.2	0,761494	0,904023	0,692832	0,810325
X2.3	0,650663	0,865973	0,638442	0,692331
X2.4	0,754964	0,771949	0,790353	0,682004
Z1.1	0,712909	0,641912	0,77929	0,670124
Z1.2	0,823795	0,756329	0,809251	0,780961
Z1.3	0,604443	0,66291	0,854734	0,603555
Z1.4	0,62364	0,685766	0,875549	0,66352
Z1.5	0,555618	0,611764	0,830719	0,581049
Z1.6	0,687613	0,662141	0,830776	0,669907
Y1.1	0,771307	0,775658	0,715375	0,898661
Y1.2	0,78462	0,761909	0,684853	0,916335
Y1.3	0,699529	0,753313	0,766547	0,87396

Primary data source, processed by researchers(2025)

Based on the results of cross loading in the table above, it can be seen that all indicators in this study show a strong relationship with the measured construct, with a cross loading value above 0.7. Overall, the results of this crossloading show that all indicators in this study have a significant and valid relationship to the measured construct, thus strengthening the reliability and validity of the measurement model in this study..

### Diskrimant Validity

Discriminant validity is a form of construct validity that measures the extent to which a constructed or variable being measured is different or distinguishable from other constructs in a research model. The goal is to ensure that different constructs don't overlap, or in other words, each construct measures something unique and isn't affected by other irrelevant constructs. The following are the results of the dediscriminant validity.

**Table 3.** Results of the Discrimination Validity Test

	X1	X2	Z1	Y1
X1	0,869			
X2	0,813	0,831		
Z1	0,852	0,805	0,896	
Y1	0,835	0,816	0,839	0,829

*Primary data source, processed by researchers*

Based on the results in the table 3, the square root value of the Average Variance Extracted (AVE) for each construct is displayed diagonally and compared to the correlation between the other constructs. These results show that all constructs in this study meet the criteria of discriminant validity, because the square root value of AVE in each construct is higher compared to its correlation value against other constructs..

### Composite Reliability

Composite Reliability (CR) is a measure used to assess the internal consistency of constructs in a measurement model. CR measures the extent to which the indicators in a construct are interrelated and measures the same concept consistently. A high CR value indicates that the indicators in the construct make a good and stable contribution to the measurement of the construct. In general, the CR value accepted as valid for a construct is above 0.7. If the CR value is greater than 0.7, it means that the construct has good reliability and the indicators support each other in measuring the construct in question. Conversely, if the CR value is lower, it indicates a problem with the reliability of the construct and it may be necessary to make improvements or remove some indicators. The following are the results of composite realization:

**Table 4.** Construct Reality and Validity Test Results

	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
Persepsi Pengembangan Karir (X1)	0,890	0,891	0,924	0,755
Dukungan Sosial (X2)	0,910	0,913	0,930	0,690
Kesejahteraan Psikologis (Z1)	0,878	0,878	0,925	0,804
Komitmen Organisasi (Y1)	0,909	0,912	0,930	0,688

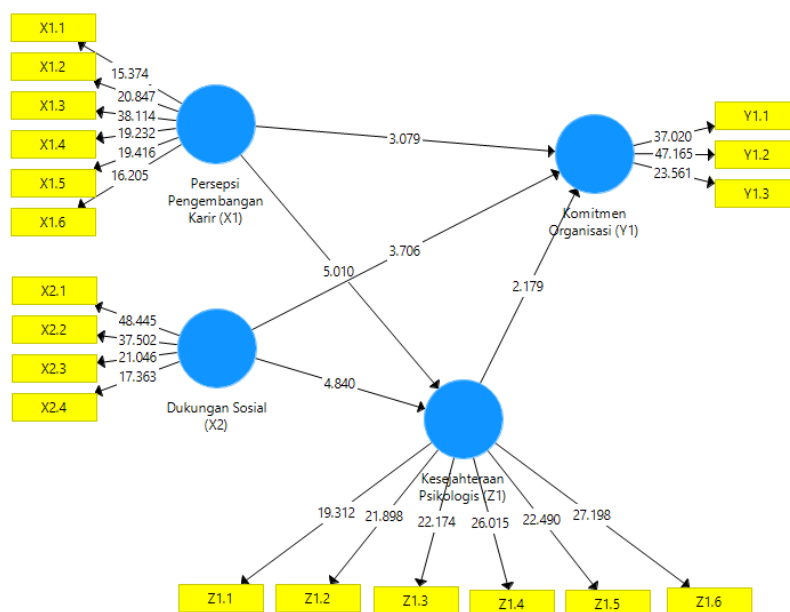
*Source: primary data, processed by researchers (2025)*

All constructs in this study showed excellent results in testing construct reliability and validity, as seen from Cronbach's Alpha, rho\_A, Composite Reliability, and Average Variance Extracted (AVE) values. The entire value of Cronbach's Alpha exceeds the minimum limit of 0.70, which indicates that the indicators in each construct have good internal consistency.

### Inner Model Test

Internal testing of the model is used to evaluate the structural relationships between latent variables, while also testing the extent to which the model supports the research hypothesis. This process includes two main aspects. R-Square value analysis is carried out to measure the ability of independent variables to explain dependent variables.

The R-Square value gives an indication of how much variation in the dependent variables can be explained by the independent variables in the model. The higher the R-Square value, the better the model's ability to explain the relationships between variables. The path coefficient estimation carried out shows the strength and direction of the relationship between latent variables.



Primary data source, processed by researchers (2025)

Figure 2. Inner test results of the model

This coefficient not only helps to identify whether or not the relationship between variables is significant, but also assesses whether the direction of the relationship corresponds to the initial prediction in the hypothesis. Thus, the inner model test provides a comprehensive assessment of the feasibility of the structural relationship and the suitability of the model with the proposed hypothesis.

Table 5. R-Square Test Results

	R Square	R Square Adjusted
Z1	0,723	0,719
Y1	0,791	0,786

Source: primary data, processed by researchers (2025)

The R-Square value ( $R^2$ ) indicates how much endogenous construct variability can be explained by exogenous constructs in the model. An  $R^2$  value of 0.723 in the Psychological Well-being construct (Z1) indicates that 72.3% of the variance in psychological well-being can be explained by the predictor construct in the model, while the remaining 27.7% is influenced by other factors outside the model. Meanwhile, the  $R^2$  value in the Organizational Commitment construct (Y1) of 0.791 indicates that 79.1% variance in organizational commitment can be explained by previous constructs, mainly through the influence of perception of career development, social support, and psychological well-being. The R-Square Adjusted value, which takes into account the number of predictors in the model, is also still high, at 0.719 for Z1 and 0.786 for Y1. This strengthens the evidence that the model has an excellent ability to explain the endogenous variables studied. Thus, the results of the R-Square test show that the structural model used in the study has strong predictive power and is statistically relevant.

## 4.2. Discussion

### 4.2.1. Perception of career development (X1) has a positive and significant effect on psychological well-being (Z) in Gen Z in the city of Surabaya

The results of this study show that the perception of career development has a positive and significant influence on the psychological well-being of Gen Z in the city of Surabaya. This is reflected in the path coefficient of 0.517, the t-statistical value of 5.501, and the p-value of 0.000, which means it is much smaller than 0.05. Thus, the first hypothesis (H1) is accepted, which means that the higher Gen Z's perception of career development opportunities in the organization, the higher their level of psychological well-being.

These findings are supported by research conducted by (Estikomah and Sahrah, 2019) which found that positive perceptions of career development are able to improve individual psychological well-being. When individuals feel that the organization provides a clear career path, adequate training, and fair promotion opportunities, they will feel more optimistic, confident, and have control over their future. This has a direct impact on emotional stability, feelings of empowerment, and job satisfaction, which are the main indicators of psychological well-being.

Within the framework of Maslow's Theory of Needs, career development is closely related to the need for appreciation and self-actualization. Gen Z who sees that they can grow and develop in an organization, will feel valued and have meaningful achievements. This encourages the emergence of positive feelings, work morale, and satisfaction with life, both professionally and personally. This need to develop is not just material, but touches on the emotional aspect and self-identity. From the perspective of Generational Cohort Theory (GCT), Gen Z is known to be an ambitious generation, open to new learning, and demanding clarity on career direction. They want to know where their work is going and what they can achieve in the long run. When organizations are able to meet these expectations through clear and inclusive career development programs, Gen Z will feel more psychologically "secure." They will feel that their work is meaningful and that their future is secured, which ultimately creates mental and emotional stability. In practical terms, these results show the importance for organizations to not only focus on short-term performance outcomes, but also think about employee development strategies on an ongoing basis. By providing mentoring, training, job rotation, and career path transparency, organizations can improve the psychological well-being of the younger generation who are an important part of today's workforce.

#### **4.2.2. Social Support (X2) has a positive and significant effect on the psychological well-being (Z) of Gen Z in the city of Surabaya**

The results of the study show that social support has a positive and significant effect on psychological well-being in Gen Z in the city of Surabaya. This is shown by the path coefficient of 0.459, with a t-statistical value of 5.207 and a p-value of 0.000. A p-value well below 0.05 indicates that the second hypothesis (H2) is accepted, which means that the higher Gen Z's perception of the social support they receive, the higher the level of psychological well-being they feel.

These findings are in line with the results of a study (Kurniawan and Eva, 2020) which found a strong relationship between social support and psychological well-being, especially in young age groups such as regional students who tend to face adaptation challenges and psychological pressure. Social support in question includes emotional, instrumental, and informational assistance provided by the surrounding environment, such as peers, family, superiors, and co-workers. When individuals feel heard, valued, and accepted, then positive feelings towards themselves and the surrounding world will increase, which is the basis of psychological well-being.

In the perspective of Maslow's Theory of Needs, social support is closely related to the need for belongingness and love needs. This support provides emotional security, helps individuals feel part of the community, and forms healthy interpersonal relationships. Without social support, individuals will be more susceptible to experiencing stress, isolation, and anxiety which all decrease psychological well-being. Meanwhile, according to Generational Cohort Theory (GCT), Gen Z has the characteristics of being a generation that is highly digitally connected but also has a need for meaningful connections in the real world. They tend to be open to emotions and appreciate a supportive work or social environment. Therefore, when they receive adequate social support in a work, academic, or family environment, it significantly improves their emotional and mental balance. Social support can also reduce the psychological pressure due to high expectations and the dynamics of rapid change, which Gen Z often face.

Implicitly, an organization or institution needs to provide a tangible and structured social support system, such as mentoring programs, discussion groups, or open communication forums. It is important to create an environment that not only supports productivity, but also maintains the psychological stability of individuals, especially those from the younger generation.

#### **4.2.3. The perception of career development (X1) has a positive and significant effect on organizational commitment (Y) in Gen Z in the city of Surabaya**

The results of the study show that the perception of career development has a positive and significant effect on organizational commitment to Gen Z in the city of Surabaya. This is shown by the path coefficient value of 0.333, t-statistic 3.079, and p-value 0.002, which is statistically significant ( $p < 0.05$ ). Thus, the third

hypothesis (H3) is accepted. This means that the higher Gen Z's perception of the career development opportunities provided by the organization, the higher their level of commitment to the organization where they work.

This finding is supported by (Purnama, 2020) who states that the perception of career development plays an important role in increasing employee commitment. When individuals feel that the organization provides clear opportunities for growth and development, such as training, promotion, and mentoring, they will feel valued, which in turn strengthens an emotional attachment to the organization.

From the point of view of Maslow's Theory of Needs, the need for self-actualization is at the highest level in the hierarchy of human needs. Career development is a form of fulfilling this need. Individuals who feel that the organization facilitates the achievement of their maximum potential through a clear career path, will feel more psychologically fulfilled and encouraged to commit fully. In other words, the perception that the organization supports the personal and professional growth of employees will meet their existential needs, which has an impact on increased loyalty and the desire to remain contributing to the organization.

In addition, this explanation is also in line with the Generational Cohort Theory (GCT) which states that the characteristics of a generation are formed by social, cultural, and economic experiences during the formation of their identity. Generation Z, who were born in the era of technology and the dynamics of rapid change, tend to have high expectations for rapid and flexible career development. They value organizations not only as a place to work, but also as a space to grow and develop. Therefore, perceptions of career development are crucial in shaping their loyalty and attachment to the workplace.

If an organization fails to provide an overview or access to a concrete career development path, then Gen Z may lose motivation and choose to move to another organization that is more promising. On the other hand, when they feel that their career future is secure and structured within the organization, they will be more likely to show high commitment, whether in the form of work involvement, loyalty, or resilience in the face of pressure. Therefore, these results not only confirm the findings (Purnama, 2020), but also confirm the importance of the role of organizations in building career development systems that are adaptive to the needs and characteristics of Gen Z.

#### **4.2.4. Social support (X2) has a positive and significant effect on the organization's commitment (Y) to Gen Z in the city of Surabaya**

Hasil penelitian ini menunjukkan bahwa dukungan sosial berpengaruh positif dan signifikan terhadap komitmen organisasi pada Gen Z di Kota Surabaya. Nilai koefisien jalur sebesar 0,406, nilai t-statistic sebesar 3,904, dan p-value sebesar 0,000 ( $p < 0,05$ ) menunjukkan bahwa pengaruh ini signifikan statistically. Thus, the fourth hypothesis (H4) is accepted, which means that the higher the level of social support felt by Gen Z individuals, the higher their commitment to the organization.

These findings are consistent with the results of research by (Giri and Hardiansyah, 2024) which revealed that social support from colleagues, superiors, and the organizational environment plays an important role in shaping organizational commitment, especially in young age groups who are forming work identities. They emphasize that individuals who feel emotionally and instrumentally supported in their work are more likely to show a stronger sense of belonging and loyalty to the organization.

This explanation can also be analyzed through Maslow's Theory of Needs, where social support is closely related to the need for belongingness and love needs. In a work environment, support from superiors, peers, and organizational systems will create a sense of appreciation and acceptance. For Gen Z, who highly value interpersonal connections and social validation, this support is not only important for emotional well-being, but also reinforces the motivation to stay within the organization. From the perspective of Generational Cohort Theory (GCT), Generation Z was shaped by the era of social openness, digital collaboration, and a flexible work culture. They tend to value social relationships as an important element of the work experience. Therefore, social support is not only considered an additional facility, but as a primary need that influences their decision to survive and contribute in an organization. High social support provides a sense of psychological security and creates a positive work climate, which ultimately increases commitment.

In a practical context, organizations need to build a supportive work culture through open communication, inclusive leadership, and strengthening teamwork and solidarity between employees. For Gen Z, emotional engagement is not only born from an efficient work system, but also from healthy and supportive interpersonal relationships. Without adequate social support, Gen Z members have the potential to feel

isolated, lose motivation, and end up having low commitment to the organization. Thus, these results affirm the importance of social support as one of the key factors in building strong organizational commitment in the younger generation, and support the importance of the role of organizations in creating an empathetic and collective work environment.

#### **4.2.5. Psychological well-being (Z) has a positive and significant effect on organizational commitment (Y) in Gen Z in the city of Surabaya**

The results of this study show that psychological well-being has a positive and significant effect on organizational commitment to Gen Z in the city of Surabaya. This is evidenced by the path coefficient of 0.327, the t-statistical value of 3.279, and the p-value of 0.001, which means  $< 0.05$ . Thus, the fifth hypothesis (H5) is accepted, which indicates that the higher the psychological well-being felt by Gen Z individuals, the higher their commitment to the organization.

These findings are in line with research by (Putri, 2019) which found that psychological well-being has a great contribution to increasing employee commitment to the organization. In this context, individuals who have a high level of psychological well-being tend to be better able to manage emotions, have meaning in work, and feel empowered and satisfied with their life as a whole. This healthy psychological state creates a positive emotional bond to the workplace, which then strengthens the commitment to the organization.

This explanation can be analyzed through Maslow's Theory of Needs, especially at the stages of self-actualization and appreciation (esteem needs). Gen Z, who tend to look for meaningful work and make room for personal growth, will show a higher level of commitment when their psychological needs are met, such as feeling competent, valued, and having a clear purpose in their work. When individuals feel that the organization supports their mental and emotional well-being, their sense of attachment and loyalty increases.

Judging from the Generational Cohort Theory (GCT), Gen Z has very different characteristics compared to previous generations, especially in terms of life balance and mental health. They tend to be more open about psychological issues, and are more demanding of organizations to create a healthy, supportive, and flexible work environment. For Gen Z, psychological well-being is not only a personal factor, but also an indicator of whether an organization is worth maintaining as a place to work in the long term.

In organizational practice, these results underscore the importance of policies that support mental health, such as in-house counseling, mindfulness training, flexible working hours, and a non-stressful work system. When organizations actively show concern for the psychological health of their employees, especially Gen Z, loyalty and commitment will grow naturally. Overall, these findings suggest that psychological well-being is an important foundation in building organizational commitment, especially for younger generations who are more concerned with the meaning of work and life balance than just job stability.

#### **4.2.6. The perception of career development (X1) has a positive and significant effect on organizational commitment (Y) mediated by psychological well-being (Z) in Gen Z in the city of Surabaya**

The results of this study show that the perception of career development has a positive and significant effect on organizational commitment through the mediation of psychological well-being in Gen Z in the city of Surabaya. These findings reinforce that career development not only has a direct impact on organizational commitment, but also indirectly affects commitment through improved psychological well-being. This can be seen from the significant path coefficient values in the  $X1 \rightarrow Z1$  pathways of 0.451 and  $Z1 \rightarrow Y1$  of 0.198, with p-values of 0.000 and 0.030 respectively, which suggests that psychological well-being significantly mediates the relationship between the perception of career development and organizational commitment, so that the sixth hypothesis (H6) is accepted.

These findings are supported by research (Estikomah and Sahrah, 2019) which revealed that the perception of career development can improve psychological well-being, because individuals feel they have clear prospects in their jobs, feel valued, and see potential for future growth and recognition. In the context of Gen Z, structured and transparent career opportunities create a sense of psychological security and provide intrinsic motivation. In addition, as explained by (Putri, 2019), psychological well-being has a direct influence on organizational commitment. When individuals feel emotionally healthy and their needs are met, both in terms of self-actualization, work meaning, and social support, they will be more loyal and have a high attachment to the organization where they work or work.

This explanation can also be linked to Maslow's Theory of Needs, in which career development meets the need for self-actualization, which is the highest level in the hierarchy of human needs. When individuals feel

they can thrive and reach their maximum potential in work, then they will experience deep inner satisfaction, which contributes to psychological well-being. In the long run, this encourages individuals to be more committed to the organization that provides these opportunities. From the perspective of Generational Cohort Theory (GCT), Gen Z highly values personal development, continuous learning, and a fair and adaptive career system. When they see a real opportunity to grow, whether in the form of training, career paths, or future clarity, it strengthens their emotional and cognitive attachment to the organization. Thus, psychological well-being acts as an important bridge that reinforces the influence of career development on organizational commitment.

#### **4.2.7. Social support (X2) has a positive and significant effect on organizational commitment (Y) mediated by psychological well-being (Z) in Gen Z in the city of Surabaya**

The results of this study show that social support has a positive and significant effect on organizational commitment through psychological welfare mediation in Gen Z in the city of Surabaya. This influence is reflected in the coefficients of the  $X2 \rightarrow Z1$  pathways of 0.398 and  $Z1 \rightarrow Y1$  of 0.198, with p-values of 0.000 and 0.030 respectively, which means that the indirect relationship is significant. Thus, the seventh hypothesis (H7) is accepted, which confirms that psychological well-being plays an important mediating role in the relationship between social support and organizational commitment.

These findings are strengthened by the results of a study (Eva et al., 2020) which states that social support from the surrounding environment, both in emotional, informational, and instrumental forms, has been shown to improve the psychological well-being of individuals. When a person feels socially supported, they tend to feel safe, valued, and not alone in the face of challenges, which ultimately positively impacts their overall psychological state. Furthermore, based on the findings (Putri, 2019), high psychological well-being is able to increase organizational commitment. When individuals feel satisfied, emotionally calm, and balanced in their work lives, they will have a stronger attachment to the organization. They are not only cognitively engaged, but also affectively with the organization's vision and mission, which then encourages loyalty and a desire to continue contributing.

This explanation can be attributed to Maslow's Theory of Needs, which emphasizes the importance of the need for a sense of belonging and appreciation. Social support can meet both of these needs making individuals feel accepted and valued in the work environment which then impacts their psychological well-being. With this increased well-being, the need for self-actualization as the highest level in Maslow's theory is also easier to achieve, which ultimately strengthens the commitment to the organization.

In the context of Generational Cohort Theory (GCT), Gen Z is known to highly value healthy social relationships, life balance, and the existence of a supportive work environment. When they get support from their boss, co-workers, or even the organizational system itself, they feel the work environment is worth maintaining. These feelings improve their well-being and increase the likelihood of lasting and committing to the organization long-term. The practical implications of these findings emphasize the importance of building a supportive organizational culture, where each individual feels cared for and does not work alone. Interventions such as mentoring, team building, employee counseling, and two-way communication between superiors and subordinates are important strategies that not only improve psychological well-being, but also strengthen the foundation of organizational commitment to the younger generation, especially Gen Z

## **5. Conclusion**

The purpose of this study is to determine the Influence of Perception of Career Development and Social Support on Organizational Commitment Mediated by Psychological Well-Being in Gen Z in the City of Surabaya. The results of the study show that the perception of career development, social support, and psychological well-being has a positive and significant effect on organizational commitment, then the perception of career development and social support has a significant positive effect on psychological well-being. In addition, psychological well-being mediates significantly the relationship between perceived career development and organizational commitment and psychological well-being mediates significantly the relationship between social support and organizational commitment.

To increase the perception of career development that is still not optimal for Gen Z in the city of Surabaya, organizations are advised to provide a clear career path, ongoing training programs, and self-development opportunities that suit the interests and potential of young employees. For example, mentoring, coaching, or digital competency training programs can help Gen Z feel more valued and motivated to thrive in organizations. In addition, open communication regarding promotions and career paths can also increase trust in management and strengthen organizational commitment.

In order to strengthen social support in the work environment, organizations can encourage a collaborative and supportive work culture, such as creating team building activities, providing discussion forums, and strengthening the role of superiors as emotional and professional support figures. The availability of informal communication channels and non-formal interaction spaces can also be an effective means of strengthening social relationships between employees. This step is important to increase a sense of community, which has a positive impact on organizational commitment and psychological well-being.

To improve the psychological well-being of Gen Z employees, organizations should provide a mentally and emotionally healthy work environment. This can be done by providing work flexibility, maintaining work-life balance, providing counseling or psychologist services, and ensuring a realistic workload. Employee well-being programs such as mindfulness, yoga, or life balance programs can be alternative solutions to create a work atmosphere that supports a positive psychological state.

Because psychological well-being has been shown to play a mediator in the relationship between the perception of career development and social support for organizational commitment, organizations need to pay attention to factors that support employees' psychological conditions, especially from career and social aspects. By creating a work environment that recognizes the need for self-actualization and belongingness, organizations will be better able to maintain and improve employee commitment across the board.

Further research is recommended to include other variables that also have the potential to affect organizational commitment, such as work-life balance, trust in the organization, or job satisfaction. In addition, the use of mixed methods or qualitative approaches such as in-depth interviews can delve deeper into Gen Z's specific motivations and needs in the workplace. The expansion of research locations outside the city of Surabaya can also strengthen the generalization of research results, as well as compare the dynamics of organizational commitment between generations to see differences in attachment patterns based on work generations.

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