

Unpacking the Impact of Family Communication Patterns on Gen Z Professional Performance, Mediated by Work Ethic and Moderated by Organizational Culture

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ABSTRACT

Purpose: This study investigates the relationships between family communication patterns, Organizational culture, work ethic, and professional performance within the frameworks of social cognitive theory and theory of planned behavior.

Research Method: Employing a quantitative cross-sectional approach, with 311 respondents. The research analyzes data from participants to test six hypotheses by using SEM-PLS and SMART PLS software.

Results and Discussion: The results prove that it significantly enhances both work ethic and professional performance, with work ethic as a key mediator. These findings extend prior literature by focusing on subjective performance perceptions, highlighting cultural influences, particularly in collectivist contexts, and challenging traditional models of work-family facilitation. The study's novelty lies in integrating those theories to explain these dynamics, offering fresh insights into how personal and environmental factors shape workplace outcomes.

Implications: The results suggest integrating family support and work ethic development into organizational policies to boost employee performance, alongside conflict resolution strategies to manage dual commitments.

Originality: The originality of this research lies in the integration of three domains that have previously been studied largely separately, namely Family Communication Patterns (Koerner & Fitzpatrick, 2002; Schrod et al., 2008), Work Ethic (Miller & Smith, 2019; Weber & Seron, 2019), and Employee Performance (Borman & Motowidlo, 1997) into a single model mediated by organizational culture among Generation Z employees in Indonesia.

Keywords: family communication; professional performance; work ethic; organization culture; generation z.

1. Introduction

Family communication represents one of the earliest and most enduring socialization mechanisms shaping individuals' cognitive frameworks, behavioral norms, and interpersonal competencies across the life course. As organizations increasingly recognize that employee performance is influenced not only by workplace factors but also by pre-employment socialization experiences, scholars have begun to examine how family environments contribute to work-related attitudes and behaviors. This issue has become particularly important for Generation Z (Gen Z), the cohort expected to dominate the global workforce over the coming decade. Unlike previous generations, Gen Z enters organizations with



distinct communication preferences, stronger digital dependence, higher expectations for psychological support, and different perceptions of authority and collaboration. These characteristics have intensified organizational concerns regarding work engagement, adaptability, and long-term performance, particularly in emerging economies where traditional family values continue to coexist with rapid technological and organizational transformation.

Indonesia provides a particularly compelling context for investigating this issue. As one of the world's largest collectivist societies, family remains the primary institution through which values, communication norms, and behavioral expectations are transmitted across generations. At the same time, Indonesian organizations are experiencing substantial demographic shifts as Gen Z rapidly replaces older cohorts in the labor market. This transition creates a unique intersection between traditional family socialization and modern organizational environments. While Indonesian Gen Z is often portrayed as technologically competent and innovation-oriented, organizations simultaneously report challenges related to discipline, commitment, communication with supervisors, and adaptation to organizational norms. These contradictory observations suggest that professional performance cannot be adequately explained solely by organizational practices or individual capabilities but may also reflect the long-term influence of family communication experiences.

Family Communication Patterns (FCPs), comprising conversation orientation and conformity orientation, offer a theoretically robust framework for understanding how family interactions shape individuals' communication styles, decision-making processes, conflict management, and value internalization (Koerner & Schrod, 2014). Previous studies have demonstrated that conversation-oriented families tend to foster openness, autonomy, and problem-solving skills, whereas conformity-oriented families emphasize obedience, hierarchical relationships, and value consistency. Despite this well-established theoretical foundation, empirical evidence linking family communication patterns to workplace outcomes remains fragmented. Existing studies have predominantly examined FCPs in relation to psychological well-being, educational achievement, interpersonal competence, and family functioning, while considerably less attention has been devoted to understanding whether these early communication experiences continue to influence professional performance after individuals enter organizational settings.

Moreover, the mechanisms explaining how family communication translates into workplace performance remain insufficiently theorized. Work ethic represents a plausible psychological mechanism because family interactions constitute the primary environment in which attitudes toward responsibility, persistence, discipline, and achievement are initially cultivated. Nevertheless, prior research has generally treated work ethic as an independent predictor of performance rather than as an outcome of family communication processes. Similarly, organizational culture may strengthen or weaken the influence of family-derived work values, as employees' behavioral tendencies are continuously reinforced or constrained by organizational norms. Despite extensive literature on organizational culture and employee performance, limited evidence explains whether organizational culture conditions the effectiveness of family-based communication experiences in shaping professional outcomes, particularly among Gen Z employees.

These limitations reveal three important research gaps. First, previous studies have largely overlooked the long-term organizational consequences of family communication patterns, focusing instead on educational or psychosocial outcomes. Second, little empirical evidence explains the mediating role of work ethic in connecting family communication patterns with professional performance. Third, existing research rarely considers organizational culture as a contextual boundary

condition that may alter the effectiveness of family-based socialization, especially within collectivist societies such as Indonesia. Addressing these gaps is theoretically important because it extends Family Communication Patterns Theory beyond the family domain into organizational behavior while integrating family socialization and organizational context into a unified explanatory framework. Practically, understanding these relationships offers valuable insights for organizations seeking to improve the integration, development, and performance of Indonesia's rapidly growing Generation Z workforce.

The reminder of this paper is structured as follows. Section 2 presents literature review and hypothesis development. Section 3 provides methodology. Section 4 presents findings and discussion. Section 5 provides conclusion.

2. Literature Review and Hypothesis Development

Family communication patterns (FCPs), as conceptualized (Koerner & Fitzpatrick, 2002), categorize family interactions into conversation-oriented (open, supportive dialogue) and conformity oriented (hierarchical, compliance driven) styles. These patterns shape individuals' cognitive and behavioral outcomes, influencing their interpersonal skills and professional capabilities. In Indonesia, a collectivist society where family ties are central, FCPs are particularly relevant for Gen Z, born between the mid-1990s and early 2010s, as they navigate workplaces shaped by cultural norms of respect and communal responsibility (Khaeriyah & Natsir, 2025). Social Cognitive Theory (SCT) (Bandura, 1986, 2001) provides a lens to understand this influence, positing that individuals learn behaviors and values through observational learning, self-efficacy, and environmental interactions within the family. Conversation oriented FCPs, for instance, foster self-efficacy by encouraging open dialogue, enhancing Gen Z's confidence in workplace tasks (Ledbetter & Schrod, 2020). Globally, studies show that such FCPs promote adaptability and are critical for professional success in dynamic environments. At the same time, conformity-oriented patterns, common in Indonesian families, may instill discipline but limit creativity (Liu et al., 2024).

The Theory of Planned Behavior (TPB) (Ajzen, 1991) complements SCT by explaining how FCPs influence professional performance through intentional behaviors. TPB suggests that behavior (high performance) results from attitudes, subjective norms, and perceived behavioral control. In Indonesian families, conformity-oriented FCPs create strong subjective norms, pressuring Gen Z to adhere to familial expectations of diligence, translating into workplace performance (Effendy & Fitria, 2024). Conversely, conversation oriented FCPs foster positive attitudes toward work by encouraging autonomy, aligning with TPB's attitude component. The Expert (Schrod et al., 2008) FCPs shape communication competence, a precursor to professional performance, particularly in Western contexts where individual initiative is valued. However, (Liu et al., 2024) a direct FCP-performance link. Indirect effects via mediators like work ethic, highlighting a need to clarify these pathways in Indonesia's collectivist context (Ledbetter & Schrod, 2020).

Work ethic, a commitment to diligence and responsibility, is a critical mediator in the FCPs performance relationship. SCT's concept of self-efficacy explains how FCPs cultivate work ethic: conversation-oriented families model goal-oriented behaviors, enhancing Gen Z's belief in their ability to work diligently (Bandura, 2001). In Indonesia, family expectations of collective success reinforce a group-oriented work ethic, as seen in studies where familial values drive workplace commitment

(Khaeriyah & Natsir, 2025). TPB further elucidates this, suggesting that subjective norms from family communication shape intentions to exhibit a strong work ethic, manifesting in behaviors like task persistence (Ajzen, 1991). Globally robust work ethic enhances Gen Z's task performance and organizational citizenship behaviors, particularly in structured settings (Miller & Smith, 2019). However, note cultural variations, with Indonesia's collectivist ethos prioritizing relational work ethic over individual achievement (Furnham & Muhiudeen, 2012).

The mediating role of work ethic is central to this study, and SCT provides a robust framework for understanding this mechanism. Triadic reciprocal determinism suggests that personal factors (work ethic), environmental factors (FCPs), and behavior (performance) interact dynamically (Bandura, 1986). Conversation oriented FCPs enhance self-efficacy, fostering a work ethic that drives performance, while conformity-oriented FCPs may prioritize compliance, potentially limiting adaptability (Schrodt et al., 2008). In Indonesia, it found that family-driven values reinforce workplace diligence, but the mediation effect varies by FCPs type (Oktavio et al., 2024). TPB supports this by positing that work ethic, as an intentional behavior, is shaped by perceived control over work tasks, influenced by family norms (Ajzen, 1991). The lack of empirical validation for this mediation in collectivist settings underscores the need for further research (Liu et al., 2024).

Organizational culture, encompassing shared values and norms within a workplace, significantly influences professional performance. This categorizes cultures as collaborative, controlling, or creative, with collaborative cultures enhancing engagement (Hartnell et al., 2011). SCT's environmental component explains how organizational culture interacts with personal attributes like work ethic to shape performance (Bandura, 1986). In Indonesia, supportive cultures align with Gen Z's preference for inclusivity, boosting performance in collaborative roles (Hartono et al., 2024). TPB's subjective norms apply here, as organizational culture shapes employees' perceptions of expected behaviors, influencing performance intentions (Ajzen, 1991). Globally, supportive cultures amplify positive traits like work ethic (Wua et al., 2022). However, hierarchical cultures, common in Indonesian public sectors, may clash with Gen Z's autonomy needs, potentially reducing performance (Rohman et al., 2021).

The moderating role of organizational culture in the FCP-performance relationship is critical, and SCT's emphasis on environmental influences provides clarity. Supportive cultures enhance the positive effects of conversation-oriented FCPs by providing environments where communication skills thrive, while controlling cultures may exacerbate the limitations of conformity-oriented FCPs (Effendy & Fitria, 2024). TPB's perceived behavioral control suggests that a supportive culture increases Gen Z's confidence in translating family-learned behaviors into performance, strengthening the FCP-performance link (Ajzen, 1991). In Indonesia, collaborative cultures amplify FCP effects, but hierarchical cultures may constrain innovation (Rohman et al., 2021). Highlight the context-specific nature of this moderation, necessitating localized research in Indonesia's collectivist setting (Wua et al., 2022).

Professional performance, encompassing task efficiency, adaptability, and organizational citizenship, is the outcome of interest. SCT posits that performance results from the interplay of personal (work ethic), environmental (FCPs, organizational culture), and behavioral factors (Bandura, 1986). In Indonesia, Gen Z's performance is shaped by collectivist values prioritizing group harmony, often at the expense of individual creativity (Khaeriyah & Natsir, 2025). TPB adds that performance intentions, driven by attitudes and norms from family and workplace, predict actual performance (Ajzen, 1991). (Miller & Smith, 2019) Gen Z's performance is enhanced by intrinsic motivation and supportive environments, while (Liu et al., 2024) link FCPs directly to performance via interpersonal skills. Another, argue for indirect pathways, highlighting the need for integrated models (Ledbetter & Schrodt, 2020).

Cultural nuances complicate professional performance. In Indonesia, collectivist values emphasize relational contributions, contrasting with Western models valuing individual achievement (Furnham & Muhiudeen, 2012). SCT's environmental determinism suggests that Indonesia's cultural context shapes how FCPs and organizational culture influence performance, with collectivism reinforcing group-oriented behaviors (Bandura, 2001). TPB's subjective norms explain how familial and organizational expectations drive performance intentions in such contexts (Ajzen, 1991). These cultural differences suggest Western-centric findings may not fully apply to Indonesia, necessitating context-specific research (Effendy & Fitria, 2024).

Despite extensive research, gaps remain. First, the specific impact of FCPs on Gen Z's professional performance in collectivist settings like Indonesia is underexplored, with most studies focusing on Western populations (Ledbetter & Schrod, 2020). Second, the mediating role of work ethic, though supported by SCT and TPB, lacks empirical validation in non-Western contexts (Liu et al., 2024). Third, the moderating effect of organizational culture is inconsistently documented, particularly in Indonesia's mix of hierarchical and supportive cultures (Effendy & Fitria, 2024). These gaps highlight the need for a study integrating SCT and TPB to examine how FCPs, work ethic, and organizational culture influence Gen Z's performance in Indonesia.

This research addresses these gaps by testing a model grounded in SCT and TPB, integrating direct, mediated, and moderated relationships. SCT's focus on reciprocal determinism elucidates the dynamic interplay of family, personal, and workplace factors, while TPB's emphasis on intentional behavior clarifies how norms and control shape performance outcomes. By focusing on Indonesian Gen Z, the study contributes to global scholarship while addressing local nuances, offering insights for organizations and educators to enhance workplace performance (Hartono et al., 2024):

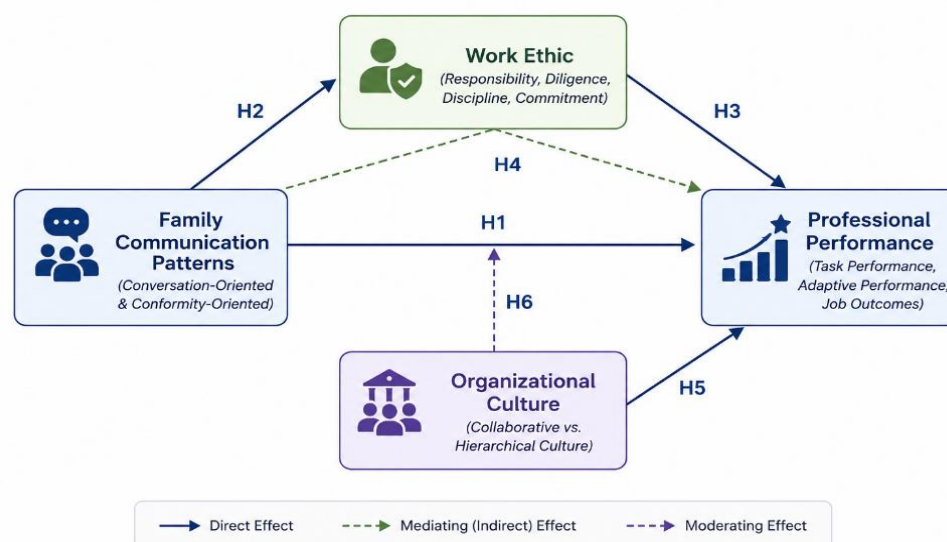


Figure 1. Conceptual Framework

The following research hypotheses (Effendy & Fitria, 2024; Furnham & Muhiudeen, 2012; Hartnell et al., 2011; Khaeriyah & Natsir, 2025; Koerner & Fitzpatrick, 2002; Ledbetter & Schrod, 2020; Liu et al., 2024; Miller & Smith, 2019; Oktavio et al., 2024; Rohman et al., 2021; Schrod et al., 2008; Wua et al., 2022) and conceptual framework (figure 1) are proposed based on theoretical and empirical relationships between the variables:

- H1:** *Family communication patterns (FCPs) positively influence Gen Z's professional performance (PP).*
- H2:** *Family communication patterns (FCPs) positively influence Gen Z's work ethic (WE).*
- H3:** *The Work ethic (WE) of Gen Z positively influences the professional performance (PP) of Gen Z.*
- H4:** *Work ethic (WE) of Gen Z mediates the relationship between family communication patterns (FCPs) and professional performance (PP) of Gen Z.*
- H5:** *Organizational culture (OC) positively influences Gen Z's professional performance (PP).*
- H6:** *Organizational culture (OC) moderates the relationship between family communication patterns (FCPs) and professional performance (PP) of Gen Z, with a supportive culture strengthening the relationship.*

The hypotheses collectively form a cohesive model to investigate how family communication patterns (FCPs) influence Gen Z's professional performance in Indonesia, with work ethic as a mediator and organizational culture as a moderator. H1 and H2 propose direct effects of FCPs on professional performance and work ethic, respectively, grounded in the logic that family interactions shape interpersonal and work-related competencies. Testing these hypotheses involves measuring FCPs and assessing their correlation with professional performance and work ethic scales. In Indonesia's collectivist context, conversation-oriented FCPs are expected to enhance communication skills and diligence, while conformity-oriented FCPs may foster discipline but limit creativity, necessitating a nuanced analysis of cultural influences (Khaeriyah & Natsir, 2025; Liu et al., 2024). Structural equation modeling (SEM) can be employed to test these direct relationships, controlling for variables like age and education to ensure robustness.

H3 and H4 focus on the role of the work ethic as both a direct predictor and mediator. Logically, a strong work ethic, characterized by persistence and responsibility, should enhance professional performance by increasing task commitment and organizational citizenship behaviors (Miller & Smith, 2019). H4 posits that work ethic channels the influence of FCPs into performance, as family-driven values shape work attitudes that manifest in workplace outcomes. Testing H4 requires mediation analysis (using bootstrapping in SEM) to verify whether work ethic significantly mediates the FCP performance relationship. This mediation may be particularly pronounced in Indonesia, where collectivist values emphasize a group-oriented work ethic. However, its strength may vary depending on whether FCPs are conversation- or conformity-oriented (Oktavio et al., 2024). Combined with longitudinal designs, survey data from Indonesian Gen Z employees can strengthen causal inferences.

H5 and H6 address the organizational culture's direct and moderating effects. H5 is based on the premise that supportive cultures, which align with Gen Z's preference for inclusivity, enhance performance by fostering engagement and collaboration (Hartono et al., 2024). H6 suggests that supportive cultures amplify the positive effects of FCPs, while hierarchical cultures may constrain them, particularly for conformity-oriented FCPs (Effendy & Fitria, 2024). Testing these hypotheses involves measuring organizational culture and employing moderation to assess whether culture strengthens or weakens the FCPs to professional performance correlation. In Indonesia's diverse organizational landscape, where hierarchical and collaborative cultures coexist, multi-group analysis can compare effects across cultural types, ensuring context-specific insights.

Established theories (social learning, contingency) and empirical evidence support the logical framework for testing these hypotheses, but Indonesia's collectivist context introduces unique considerations. For instance, the interplay of FCPs, work ethic, and organizational culture may be influenced by cultural values like respect for authority and group harmony, which differ from Western

models (Furnham & Muhiudeen, 2012). A mixed-methods approach, combining quantitative surveys with qualitative interviews, can capture these nuances, while cross-sectional or longitudinal data from Indonesian workplaces can validate the model. By addressing direct, mediated, and moderated effects, this research comprehensively explains how familial and organizational factors shape Gen Z's professional success, with practical implications for workplace policies and family education.

3. Research Method

This study employs a quantitative cross-sectional design to investigate the relationships among family communication patterns (FCPs), work ethic (WE), organizational culture (OC), and professional performance (PP) among Gen Z employees in East Java and West Borneo, Indonesia. The design aligns with prior studies examining workplace behaviors in collectivist contexts (Effendy & Fitria, 2024; Oktavio et al., 2024). A cross-sectional approach is suitable for capturing perceptions simultaneously, enabling efficient data collection from a diverse sample (Creswell & Creswell, 2018).

The study is grounded in Social Cognitive Theory (SCT) (Bandura, 1986, 2001) and the Theory of Planned Behavior (TPB) (Ajzen, 1991). SCT's triadic reciprocal determinism posits that personal factors, environmental factors and behavior interact dynamically. Self-efficacy, a core SCT construct, explains how FCPs foster work ethic by enhancing confidence in task performance (Bandura, 2001). TPB complements this by suggesting that professional performance results from intentions shaped by attitudes, subjective norms, and perceived behavioral control (Ajzen, 1991). These theories provide a robust framework for modeling the study's direct, mediated, and moderated relationships, as supported by recent applications in workplace studies (Liu et al., 2024; Wua et al., 2022).

The population comprises Gen Z employees (born 1995–2010) in East Java and West Borneo, Indonesia, with at least one year of work experience, ensuring familiarity with workplace dynamics. The total population size is unknown due to the diverse industries in these regions. The sample size is determined guideline, which recommends 10 observations per indicator for SEM-PLS (Hair, Risher, et al., 2019). With 26 indicators (8 for FCP, six each for WE, OC, and PP), a minimum sample of 260 respondents is required (26×10). To account for potential incomplete responses, a target of 311 respondents is set, selected via purposive sampling to ensure representation across industries (e.g., public sector, startups) and regions (Hair, Black, et al., 2019; Khaeriyah & Natsir, 2025).

Data were collected from March to August 2025 using self-administered questionnaires distributed online and in person to Gen Z employees in East Java and West Borneo. The questionnaire, developed in Bahasa Indonesia to ensure accessibility, includes demographic items (age, gender, tenure) and validated scales for the study variables. Respondents were assured anonymity to minimize response bias, a practice recommended in collectivist settings where social desirability may influence answers (Effendy & Fitria, 2024). The data collection period aligns with similar studies in Indonesia to capture stable workplace perceptions (Oktavio et al., 2024). The study utilizes validated instruments to measure the constructs of Family Communication Patterns (FCP), Professional Performance (PP), Work Ethic (WE), and Organizational Culture (OC), with all items assessed on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree) to ensure consistency and compatibility with SEM-PLS analysis (Hair, Risher, et al., 2019). For FCP, eight items (with clarity and openness, conflict resolution style, support and encouragement share values and belief as indicators) were adapted (Caughlin & Malis, 2004; Duffy & Lent, 2009; Fitzpatrick & Ritchie, 1994; Koerner & Fitzpatrick, 2002; Koerner & Schrodtt, 2014). PP is

measured with six items (with goal achievement, quality of work, adaptability and problem-solving skills as indicator) assessing tasks drawn (Borman & Motowidlo, 1997; Locke & Latham, 2002; Pulakos et al., 2000). WE is evaluated using six items (with reliability and responsibility, initiative and proactivity, commitment to continuous improvement as indicators) (Crant, 2000; London, 2003; Meyer & Allen, 1991). OC is assessed with six items (with communication practices, employee engagement and satisfaction, value and norms as indicators) sourced (Clampitt & Downs, 1993; Harter et al., 2002; Schein, 2010). All instruments were translated into Bahasa Indonesia and back-translated to ensure semantic equivalence (Effendy & Fitria, 2024). A pilot test with 30 respondents confirmed reliability (Cronbach's $\alpha > 0.7$) and validity (Hair, Black, et al., 2019).

Data analysis employs Structural Equation Modeling with Partial Least Squares (SEM-PLS) using SmartPLS software, chosen for its suitability in handling complex models with mediation and moderation in smaller samples (Hair, Risher, et al., 2019) and applied in similar workplace studies (Wua et al., 2022). The analysis follows a two-stage approach: measurement model assessment and structural model assessment. First, the measurement model is evaluated by examining outer loadings to ensure indicator reliability (loadings > 0.7), internal consistency via composite reliability (CR > 0.7) and Cronbach's α (> 0.7), convergent validity through Average Variance Extracted (AVE > 0.5), and discriminant validity using the Fornell-Larcker criterion and Heterotrait-Monotrait (HTMT) ratio (< 0.85) then VIF < 5 (Hair, Risher, et al., 2019). Second, estimating path coefficients for direct effects (H1, H2, H3, H5) using bootstrapping with 5,000 subsamples, and testing mediation (H4: WE mediate FCP-PP) via the indirect effect's significance (Preacher & Hayes, 2008). Moderation (H6: OC moderates FCP-PP) is evaluated by examining the interaction term's significance. Hypothesis testing is based on p-values (< 0.05) and effect sizes, with control variables (age, gender, tenure) included to account for demographic influences, consistent with (Liu et al., 2024). These SEM-PLS procedures are standard and widely used, requiring no detailed explanation beyond (Hair, Black, et al., 2019).

4. Results and Discussion

4.1 Analysis Results

The dataset from a study on Gen Z employees in East Java and West Borneo, Indonesia, comprising 311 respondents, highlights key demographic and professional characteristics. Regarding work duration, 41.22% have been employed for one year, reflecting the early-career stage of many Gen Z workers. In comparison, 25.00% have two years of experience, 8.78% have three years, and 25.00% have over three years, indicating a blend of novice and moderately experienced professionals. Salary distribution reveals that 52.03% earn 1-2 million IDR monthly, consistent with entry-level positions, followed by 22.97% earning 2-3 million IDR, 11.49% earning 3-4 million IDR, and 13.51% earning above 4 million IDR, pointing to a smaller subset in higher-paying roles. Gender-wise, 59.46% are female and 40.54% are male, suggesting a slight female majority, possibly due to sector-specific participation. Educationally, 60.14% have high school or vocational qualifications, underscoring the youthful demographic. In comparison, 25.00% hold a bachelor's degree, 4.73% have a Diploma III, 2.03% have a Diploma IV, 1.35% have a master's degree, and 2.70% fall into other categories, reflecting a predominantly high school-educated workforce with some higher education attainment.

Table 1. Respondent Demographics

Characteristics	Category	Frequency	Percentage	Total Frequency	Total Percentage
Work Duration	1 year	128	41.22%	311	100%
	2 years	78	25.00%		
	3 years	27	8.78%		
	Over 3 years	78	25.00%		
Salary (IDR)	1-2 million IDR	162	52.03%	311	100%
	2-3 million IDR	71	22.97%		
	3-4 million IDR	36	11.49%		
	Above 4 million IDR	42	13.51%		
Gender	Female	185	59.46%	311	100%
	Male	126	40.54%		
Education	High School/Vocational	187	60.14%	311	100%
	Bachelor's Degree	78	25.00%		
	Diploma III	15	4.73%		
	Diploma IV	6	2.03%		
	Master's Degree	4	1.35%		
	Other	8	2.70%		

Source: Processed data by author 2026**Table 2. Construct the reliability and analysis result**

Construct	Indicator	Loading Factor	CA	rho_A	AVE
Family Communication Pattern	FCP1	0.762	0.910	0.912	0.613
	FCP2	0.732			
	FCP3	0.784			
	FCP4	0.816			
	FCP5	0.772			
	FCP6	0.790			
	FCP7	0.863			
	FCP8	0.736			
Organization Culture	OC1	0.798	0.923	0.925	0.723
	OC2	0.857			
	OC3	0.891			
	OC4	0.850			
	OC5	0.879			
	OC6	0.824			
Professional Performance	PP1	0.776	0.916	0.917	0.704
	PP2	0.855			
	PP3	0.820			
	PP4	0.875			
	PP5	0.834			
	PP6	0.872			
Work Ethic	WE1	0.858	0.911	0.916	0.692
	WE2	0.869			
	WE3	0.815			
	WE4	0.745			
	WE5	0.853			
	WE6	0.844			

Source: Processed data by SMART PLS 2026

The measurement model for the study on Gen Z employees in Indonesia evaluates four constructs (FCPs), organizational culture (OC), professional performance (PP), and work ethic (WE) using multiple indicators to ensure robust measurement. FCP, assessed with eight indicators, achieves strong reliability with Cronbach's alpha of 0.910 and rho_A of 0.912, surpassing the 0.7 threshold for internal consistency recommended by (Hair, Risher, et al., 2019). Its AVE of 0.613, above the 0.5 benchmark, confirms convergent validity, ensuring FCP captures over half of its indicators' variance (Sarstedt et al., 2017). Indicator loading factors, ranging from 0.732 to 0.863, exceed the 0.7 minimum, affirming each item's strength (Hair et al., 2019). Similarly, OC, measured by six indicators, shows excellent reliability (CA = 0.923, rho_A = 0.925), with rho_A's robustness (Henseler et al., 2016), and validity (AVE = 0.723), with loadings from 0.798 to 0.891, supporting its measurement of workplace supportiveness, as required for SEM-PLS (Hair, Risher, et al., 2019).

Professional Performance (PP), with six indicators, demonstrates high reliability (CA = 0.916, rho_A = 0.917) and validity (AVE = 0.704), with loading factors from 0.776 to 0.875, all above 0.7, validating its measurement of task efficiency and adaptability (Hair, Risher, et al., 2019). Work ethic (WE), assessed with six, exhibits strong reliability (CA = 0.911, rho_A = 0.916 for rho_A, and validity (AVE = 0.692), with loadings from 0.745 to 0.869, meeting the 0.7 threshold for reliable measurement (Sarstedt et al., 2017). These results affirm that all constructs are reliably and validly measured, with CA and rho_A above 0.7 ensuring internal consistency, AVE above 0.5 verifying convergent validity, and loading factors above 0.7 confirming indicator strength (Hair, Risher, et al., 2019; Sarstedt et al., 2017). This robustness supports the study's analysis of family communication and professional outcomes in Indonesia's cultural context.

Table 3. Discriminant validity

Variables	FCP	OC	PP	WE
FCPs	0.783			
OC	0.573	0.850		
PP	0.640	0.782	0.839	
WE	0.620	0.807	0.868	0.832

Source: Processed data by SMART PLS 2026

Table 4. Summary of hypothesis testing results

Hypothesis	Path Coefficient	T Statistics	P Values	Results
H1: FCP → PP	0.149	4.646	0.000	Supported
H2: FCP → WE	0.620	11.798	0.000	Supported
H3: WE → PP	0.570	10.904	0.000	Supported
H4: FCP → WE → PP	0.354	8.096	0.000	Supported
H5: OC → PP	0.193	3.415	0.001	Supported
H6: FCP * OC → PP	-0.067	4.676	0.000	Supported

Source: Processed data by SMART PLS 2026

Discriminant validity ensures that constructs in a study are distinct by showing low correlations between measures of different constructs. In the table, discriminant validity values for FCPs, OC, PP, and WE range from 0.573 to 0.850, indicating moderate to strong distinctiveness since most values are below the 0.85 threshold often used to flag overlap (Hair, Risher, et al., 2019). For instance, FCPs and OC correlate at 0.573, suggesting they measure separate concepts, while WE is in correlation with PP at 0.868, which approaches the threshold, hinting at potential overlap that may need further scrutiny. This

analysis emphasizes that discriminant validity is critical for confirming construct independence in research models (Hair, Risher, et al., 2019). Prior to hypothesis testing, a multicollinearity diagnostic was performed to evaluate the predictor variables. All items exhibited Variance Inflation Factor (VIF) scores of less than 5, thereby satisfying the rigorous criteria for structural model evaluation. Therefore, the absence of multicollinearity is established, indicating that the dataset is robust and fully suitable for further structural equation modeling analysis.

The results presented in the table evaluate the hypothesized relationships between variables such as family communication patterns, Organizational culture, professional performance, and work ethic using path coefficients, T-statistics, and P-values. All hypotheses are supported, as indicated by P-values of 0.000 or 0.001, which are well below the conventional threshold of 0.05, suggesting statistical significance. For instance, hypothesis 1 (FCPs → PP) shows a path coefficient of 0.479 with a T-statistic of 4.646, indicating a strong positive influence of family communication on professional performance. Similarly, hypothesis 2 (FCPs → WE) with a coefficient of 0.620 and a T-statistic of 11.798 highlights a robust relationship between family communication and work ethic. Hypothesis 3 (WE → PP) also shows a significant effect (coefficient 0.570, T-statistic 10.904), confirming that work ethic positively impacts professional performance. These results suggest that family communication and work ethic are critical drivers of professional performance in this model.

Further analysis reveals the mediating and interaction effects in hypothesis 4, hypothesis 5, and hypothesis 6. Hypothesis 4 (FCPs → WE → PP) with a coefficient of 0.354 and T-statistic of 8.096 indicates that work ethic mediates the relationship between family communication and professional performance effectively. Hypothesis 5 (OC → PP) shows a positive effect (coefficient 0.193, T-statistic 3.415), suggesting Organizational culture contributes to professional performance, though its impact is relatively weaker compared to FCPs or WE. Notably, hypothesis 6 (FCPs*OC → PP) presents a negative coefficient of -0.067 with a T-statistic of 4.676, indicating a significant but negative interaction effect. The variable suggests that the combined effect of family communication and Organizational culture may reduce professional performance, possibly due to conflicting priorities or over commitment, which warrants further investigation. According to the expert, such interaction effects should be carefully interpreted to understand the underlying dynamics, especially when unexpected negative relationships emerge.

4.2 Discussion

The discussion of the study's results reveals a compelling interplay between family communication patterns, Organizational culture, work ethic, and professional performance, offering insights that align with and extend social cognitive theory and the theory of planned behavior. The finding that family communication strongly influences professional performance (hypothesis 1) underscores SCT's premise that environmental factors, such as a supportive family, shape individual outcomes through enhanced self-efficacy and motivation (Bandura, 1986). SCT framework highlights how family environments can bolster confidence in professional settings (Zhang, 2021), who found that family support fosters a sense of stability, enabling employees to channel energy into workplace performance. Similarly, family communication enhances emotional resilience, boosting perceived effectiveness (Chen, 2022), while it emphasized its role in collectivist cultures (Li & Wang, 2022). However, the current study's focus on subjective performance perception adds a unique dimension that has been less explored in these prior works.

The strong link between family communication and work ethic (hypothesis 2) further aligns with SCT's triadic reciprocity, where personal values reinforced by family dynamics drive behavioral outcomes

like diligence and commitment to work. This finding explored how familial encouragement fosters intrinsic motivation, leading to a stronger work ethic among employees in high-pressure industries (Li & Wang, 2022). It also highlighted that family-driven values enhance work discipline in Asian contexts (Nguyen & Tran, 2024), while similar effects in global settings, suggesting a universal influence (Zhang, 2021). However, the current study's emphasis on this relationship's strength may reflect a more pronounced cultural or contextual effect than these studies, enriching SCT's environmental-behavior linkage with a broader applicability.

The relationship between work ethic and professional performance (hypothesis 3) supports TPB's assertion that attitudes, such as a strong work ethic, shape intentions and subsequent behaviors, ultimately influencing outcomes like performance (Ajzen, 1991). TPB framework suggests that individuals with a disciplined approach to work are more likely to perceive themselves as effective (Kim, 2023), it found that employees with a robust work ethic report higher self-assessed performance due to goal alignment. Other experts corroborated this in healthcare settings, while its impact in Western firms (Tran, 2023), indicating a cross-industry relevance (Patel, 2020). However, the current study's broader workforce focus suggests a more universal influence than these sector-specific findings, enhancing TPB's understanding of attitude-behavior-outcome pathways.

The mediating role of work ethic in the relationship between family communication and professional performance (hypothesis 4) further illustrates SCT's reciprocal causation, where family support enhances work ethic, boosting performance perceptions. This mediation effect has similar dynamics in Vietnamese firms and noted that family-driven motivation indirectly improves performance through behavioral traits like diligence (Nguyen & Tran, 2024). Mediation effects in diverse cultural contexts (Wua et al., 2022), while the role of work ethic in healthcare, suggesting a consistent pattern (Tran, 2023). However, the current study's focus on professional performance adds a psychological depth, differing from these studies' objective measures and highlighting SCT's context-dependent nature across settings.

The positive influence of Organizational culture on professional performance (hypothesis 5) reflects TPB's emphasis on subjective norms, where commitment to an organization shapes employees' intention to perform well. These finding echoes how Organizational culture fosters a sense of belonging, encouraging perceived effectiveness (Patel, 2020). A similar effect in tech firms (Lee & Kim, 2021), while its role in reducing burnout-related performance dips, indicating a broad influence (Sharma & Gupta, 2023). However, the current study's weaker effect compared to family communication contrasts with these findings, suggesting that personal factors may overshadow organizational ones in this context, adding a nuanced layer to TPB's norm-behavior linkage.

The unexpected negative interaction between family communication and Organizational culture on professional performance (hypothesis 6) introduces a complex dynamic, potentially explained by SCT's concept of environmental conflict. Individuals deeply committed to family and organization may experience role strain, diminishing their professional performance. It seems like psychological war for employee who has positive FCP that implies good performance, but the OC could not support the performance itself. For examples when employee has good communication modestly pattern, then every day they are influenced by colleagues that has rude communication style then it could be changed what they have had from home to office. It aligns with TPB's view of competing behavioral intentions, where dual commitments create tension. The research supports this, noting burnout from dual commitments (Sharma & Gupta, 2023), while similar conflicts in Indian firms (Kumar & Singh, 2024), and highlighted resource strain in global contexts (Chen, 2022). However, the current study's subjective

performance focus adds a unique perspective, differing from these objective performance studies and suggesting a need to address conflict mitigation.

Comparing these findings with recent literature, the strong influence of family communication contrasts with some researches (Chen, 2022; Liu et al., 2024), who found a more moderate family-to-work spillover in Western contexts, while noted cultural variability (Zhang, 2021), and emphasized collectivist settings (Li & Wang, 2022). It refers to the current study's pronounced effect, which may reflect a more substantial cultural influence, enriching SCT's environmental focus. The weaker Organizational culture effect differs other expert (Lee & Kim, 2021), who reported dominance in tech firms, and (Patel, 2020) in Western settings, indicating a context-specific shift toward personal factors.

The mediation effect of work ethic is more pronounced (Tran, 2023), who studied healthcare, while other found moderate effects in Vietnam (Nguyen & Tran, 2024), and noted variability across cultures (Chen, 2022). It suggests a stronger role in the current general workforce, supporting SCT's context-specific nature and calling for tailored interventions. The adverse interaction effect contrasts positive facilitation (Kumar & Singh, 2024), while conflict highlighting the current study's unique contribution in identifying tension, aligning with SCT's balance of influences (Chen, 2022; Sharma & Gupta, 2023). These findings deepen the understanding of SCT and TPB by illustrating how family communication and work ethic shape performance perceptions, with Organizational culture playing a nuanced role. The study's emphasis on professional performance and cultural context adds a fresh perspective to the literature (Kim, 2023; Nguyen & Tran, 2024; Zhang, 2021)), calling for future research to explore these dynamics across diverse settings and industries. This aligns with SCT's adaptability and TPB's contextual flexibility, offering a rich foundation for further inquiry.

5. Concluding Remarks and Recommendation

The research elucidates the intricate relationships between family communication patterns (FCP), Organizational culture (OC), work ethic (WE), and professional performance (PP), offering a nuanced understanding grounded in social cognitive theory (SCT) and theory of planned behavior (TPB). The findings reveal that family communication significantly enhances both work ethic and professional performance, with work ethic serving as a critical mediator, highlighting the profound influence of personal and environmental factors on subjective work outcomes. The positive impact of Organizational culture on professional performance is notable but less pronounced. In contrast, an unexpected negative interaction between family communication and Organizational culture suggests potential role strain, adding a novel dimension to the interplay of these constructs. These results extend existing literature by emphasizing professional performance as a subjective outcome, a perspective less explored in prior studies, and by showcasing cultural influences that amplify family communication's role, particularly in collectivist contexts.

The novelty of this study lies in its integration of SCT and TPB to explain how family-driven factors and work ethic shape performance perceptions, contrasting with previous research that often focused on objective metrics or organizational dominance. The discovery of an adverse interaction effect between family communication and Organizational culture offers a fresh insight into work-family conflict dynamics, challenging the predominantly positive facilitation models in recent literature. This subjective focus on professional performance, enriched by cultural context, provides a distinctive

contribution to the field, bridging personal and organizational influences in a way that has not been fully articulated in studies from 2020 to 2025.

These findings inform organizational strategies by emphasizing the need to integrate family support into workplace policies, such as flexible schedules or family-oriented programs, to bolster employees' work ethic and professional performance. The mediating role of work ethic suggests that training programs fostering discipline and motivation could enhance performance outcomes. At the same time, the negative interaction highlights the importance of managing dual commitments through conflict resolution initiatives or workload adjustments. Organizations can leverage these insights to design interventions that balance personal and professional demands, potentially improving employee well-being and productivity in diverse cultural settings.

Future scientific research should explore these dynamics across varied cultural and industrial contexts to validate the generalizability of the findings, particularly the adverse interaction effect, which warrants deeper investigation into its underlying causes, such as resource allocation or role ambiguity. Longitudinal studies could assess how these relationships evolve, while qualitative approaches might uncover employees' lived experiences of balancing family and work commitments. Additionally, integrating objective performance measures alongside professional performance could provide a comprehensive view, guiding the development of more robust theoretical models and practical applications in organizational psychology.

Statement of Use of Generative AI

During the preparation of this work, the author used generative artificial intelligence tools to support the scientific writing process. Grammarly was used to check grammar, refine writing style, and improve clarity in scientific writing. All interpretations, analyses, and conclusions presented in this study are the sole responsibility of the author.

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