

Impact of Family Support on Job Performance among Chinese Expatriates: Insights from Separated Families

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Abstract

With the increasing number of expatriates in the Chinese construction industry, their job performance and the factors influencing it have garnered significant attention from scholars. Family support is considered one of the crucial factors affecting expatriate performance. This study investigates the impact of family support on expatriate performance in the context of separated families, focusing on three aspects: emotional support, communication support, and decision-making support. This approach differs significantly from previous Western studies that primarily examined support provided by accompanying family members. Based on social support theory, this study employs a quantitative research method and utilizes a snowball sampling technique, ultimately gathering data from 355 expatriates. The results, obtained through multilevel regression analysis, indicate that all types of family support have a significant positive impact on job performance. Among these, emotional support has the strongest impact, followed by communication support, and finally, decision-making support. These findings underscore the importance of comprehensive family support in enhancing the job performance of expatriates in the Chinese construction industry. Given the unique challenges faced by separated families, the study highlights the necessity for companies to develop and implement robust support policies. Recommendations include providing regular psychological counseling services, structured family reunion plans, and creating online support groups. This research also validates the practical application of social support theory, offering valuable insights for companies to enhance the well-being and job performance of their expatriate employees through targeted family support interventions.

Keywords: Family Emotional Support, Family Communication Support, Family Decision-Making Support, Job Performance.

Introduction

With the advancement of the "the Belt and Road" construction, Chinese construction enterprises continue to expand their business worldwide, and Malaysia has become an important partner. The cooperation between China and Malaysia in areas such as economy, trade, and infrastructure construction is becoming increasingly close. As of the end of 2022, the revenue of Chinese construction companies in Malaysia has reached 63.99.83 million US dollars, with a total of 5691 expatriates (National Bureau of Statistics of China, 2023). However, expatriates face many challenges in living and working in the host country, including cross-cultural adaptation, language barriers, and work-life balance.

Despite these challenges, family support plays a pivotal role in the success and well-being of expatriates. Understanding the impact of family support, particularly in the context of separated families, is critical as it directly influences expatriates' job performance, adaptation, and mental health (Kamaryati & Malathum, 2020). This study seeks to address the gap in the literature by focusing on the unique challenges faced by Chinese expatriates who work abroad while their families remain in China. The significance of this study lies in its potential to inform and improve the management practices of multinational companies, ensuring that expatriates receive the necessary support to thrive in their roles.

The importance of this study is twofold: First, it fills a crucial gap in the existing research on expatriate management by focusing on family support in separated family contexts, an area that has been largely overlooked (Kalliath et al., 2022). Second, the findings of this study are highly relevant to companies operating in international markets, particularly in high-stress industries such as construction (Guangdong et al., 2018). By understanding how different forms of family support impact job performance, companies can develop more effective support systems to enhance the well-being and productivity of their expatriate employees. In addition to its academic contribution, this study has significant practical implications. It provides empirical evidence that can guide the development of targeted support policies for expatriates, ultimately improving their job performance and overall well-being (Shin et al., 2021). The insights gained from this research can be used to enhance the support structures within organizations, ensuring that expatriates receive the emotional, communicative, and decision-making support they need to succeed in their roles (Bader et al., 2015).

This study aims to explore the impact of family support on the job performance of Chinese expatriates in Malaysia in separated family contexts. Specifically, this study will analyze how emotional support, decision-making support, and communication support provided by separated families help expatriates cope with the stress and challenges in the host country, thereby enhancing their job performance. Understanding the impact of family support on the job performance of expatriates in separated family contexts has important implications. Firstly, this study can fill the gap in existing literature and provide new perspectives for managing expatriates in separated family contexts (Dang et al., 2022). Secondly, the findings can provide empirical evidence for companies to formulate management policies for expatriates, helping to improve their job performance and overall well-being (Khedher & Asadullah, 2020). Additionally, this study can provide a theoretical basis for related policy formulation and practice, promoting the further optimization of expatriate management.

The theoretical framework of this study is based on social support theory. Social support theory posits that support from organizations, families, friends, and colleagues can effectively help individuals cope with stress and challenges, thereby improving their job performance (Cohen & McKay, 2020). Applied to the context of expatriates, family support plays an important role in coping with cultural shock and adapting to new environments. This study will specifically explore the direct impact of emotional support, decision-making support, and communication support on the job performance of expatriates in separated family contexts. Using quantitative research methods, this study will analyze the relationships between these variables to provide empirical evidence for improving expatriate management (Bloomfield & Fisher, 2019). Through this research, we aim to provide a theoretical foundation for related policy formulation and practice and to offer suggestions for further enhancing expatriates' job performance and overall well-being. This study will address the following research questions: How do emotional support, decision-making support, and communication support in separated family contexts affect the job performance of expatriates?

Literature Review and Hypothesis Development

Family Support

Family support plays a crucial role in the work and life of expatriates in host countries. Existing research shows that family support helps expatriates develop resilience and improve their cross-cultural experiences (Leiva et al., 2018). Family support also affects the mental health and job performance of expatriates (Shah et al., 2019) and has a positive impact on their cross-cultural adaptation (Khedher & Asadullah, 2020). Some studies indicate that family support is essential at all stages of expatriate assignments; lacking family support, expatriates may experience stress and distraction at work (Abdul Malek et al., 2013). Additionally, expatriates without accompanying family members may face higher emotional stress and loneliness, negatively impacting their mental health and job performance (Dang et al., 2022).

Compared to Western cultural backgrounds, traditional Chinese culture typically does not encourage family members to accompany expatriates (He et al., 2019). Consequently, Chinese expatriates often face a situation of separated family support, where the expatriate goes to the work destination alone while other family members stay behind. This type of support has a particularly complex impact on the job performance of expatriates. Existing research literature based on studies of Japanese self-initiated expatriates (SIEs) indicates that expatriates without accompanying family members rely more on remote communication to obtain emotional and psychological support from their spouses and children (Furusawa & Brewster, 2016). Although family members are not directly present, this emotional and psychological support still plays an important role in helping expatriates cope with work and life pressures (Presti et al., 2016). Furthermore, cross-cultural adaptation and job performance of expatriates will also be influenced by the cross-cultural adaptation of accompanying family members (Takeuchi, 2010). In other words, expatriates without accompanying family members do not experience premature return or poor performance due to their family members' lack of adaptation.

Job Performance

Job performance refers to the behavior and results exhibited by employees in their work (Borman & Motowidlo, 1993). The job performance of expatriates includes technical performance, context performance, and expatriate-specific performance (Caligiuri, 1997).

According to the theory of expatriate performance developed by Caligiuri, 1997, technical performance include technical knowledge, skills. abilities and the application of technical knowledge, skills. Context performance for expatriate manager include maintaining good working relationships among employees, training and developing subordinates, representing the organization to customers and the public. Expatriate-specific performance include replacement planning, transferring information, language and cultural proficiency, establishing good relationships with host national. Research has shown that there are many factors that affect the job performance of expatriates, among which social support can alleviate stress (Cohen, 1992; Cohen & McKay, 2020), enhancing work motivation (Hajiali et al., 2022) and improving overall job satisfaction among employees (Ganji & Johnson, 2020; Kwok et al., 2015), It plays an important role in improving employee job performance and promoting successful overseas assignments (Laken et al., 2016).

Relationship between Family Support and Job Performance

Family support has a significant impact on the job performance of expatriates, especially in situations of family separation. This study explores the relationship between family support provided by separated families and the job performance of expatriates from three aspects: emotional support, decision support, and communication support.

Family Emotional Support

Family emotional support means that family members (including spouses, parents, children and siblings) provide support through emotional communication to help expatriates cope with psychological and emotional distress (He et al., 2019; Kamaryati & Malathum, 2020). For expatriates from separated families, keeping in touch with family members through information exchange and video calls and receiving emotional support from family members (such as seeing the happy life of children, healthy parents, smooth work of spouses, harmonious coexistence of brothers and sisters, etc.) can promote expatriates to work in the host country with peace of mind and satisfaction (Furusawa & Brewster, 2016; Le et al., 2022).

Hypotheses 1: Family emotional support has a positive impact on the job performance of expatriates.

Family Decision Support

Family decision support refers to expatriates receiving advice and support from their families during the decision-making process, helping them make confident decisions. The support of parents and encouragement from spouses can enhance the decision-making confidence of expatriates, making them more determined to accept the assignment. So as to make better choices in career development and personal life (He et al., 2019; Khedher & Asadullah, 2020).

Hypotheses 2: Family decision support has a positive impact on the job performance of expatriates.

Family Communication Support

Family communication support refers to expatriates maintaining contact with their families through daily interactions (such as video calls and information exchange), sharing life trivia, and obtaining emotional comfort and support. Through different communication way, expatriates can maintain close contact with their families in foreign countries, share

challenges and achievements in work and life. This continuous communication not only helps alleviate the loneliness of expatriates, but also provides practical advice and emotional support to help them better adapt to the new environment (He et al., 2019; Khedher & Asadullah, 2020).

Hypotheses 3: Family communication support has a positive impact on the work performance of expatriates.

Although there have been numerous studies exploring the impact of family support on the job performance of expatriates, most studies have focused on the presence of family members, with relatively little research on support for separated families. Especially, the impact of separated family support on the job performance of expatriates under the traditional Chinese cultural background has not been fully studied (He et al., 2019). Therefore, this study will focus on how family emotional support, decision support, and communication support of Chinese expatriates in separated family situations affect their job performance, in order to fill this research gap.

Social Support Theory

Social support theory can be used to explain the impact of family support on job performance, as well as how individuals receive help and relief when facing stress. According to the theory of social support, social support includes emotional support, informational support, and material support (Butler, 2017). Based on the context of separated families and the qualitative research analysis from Khedher & Asadullah, it can be concluded that separated families can provide emotional support, decision-making support, and communication support for expatriates. Strong family support not only provides emotional comfort, but also helps alleviate the challenges brought by the new cultural environment (Bader et al., 2015). The stress buffering effect of social support theory also indicates that family support can buffer the pressure of expatriates in the host country, thereby improving their job performance. When foreigners feel supported by their families, they are better able to cope with work and life pressures and challenges, thereby enhancing attention and improving job performance (Feng et al., 2019).

Method

Participants and Procedure

The core of this study is relationship research, which draws on the research methods of most references and adopts a questionnaire survey method (Lages et al., 2020). It is understood that the communication method between expatriates in the Malaysian construction industry and their families is to use WeChat or QQ as a carrier for communication and video chat. WeChat is a real-time chat software similar to WhatsApp. The communication frequency between expatriates and family members is very high. Basically, all expatriates communicate with their families every day and have multiple video calls every week. In other words, expatriates can feel the support from family members every day. This study used a snowball sampling method to identify Chinese expatriates from Chinese construction companies working in Malaysia (Parker et al., 2019). This study used an electronic questionnaire to survey the respondents, which was conducted from December 2023 to April 2024. 376 valid responses were obtained, and a total of 355 expatriates without family companionship were selected.

Instrument Development

The questionnaire used in this study consists of two parts. The first part is the basic information of the participants, while the second part consists of independent and dependent variables. The adapted tool for measuring family support in this study used the scale used by (Khedher & Asadullah, 2020). The adapted version consists of three dimensions, with items 1-4 representing emotional support, items 5-7 representing family decision support, and items 8-10 representing family communication support. Job performance is measured by 13 items, adapted from Caligiuri (1997), developed specifically for expatriates in 1997. Among them, 1-2 represents the overall job performance, item 3 is the technical performance item, items 4-8 are contextual performance items, and the remaining five items are the specific performance of expatriates. All structures included in the conceptual model were measured using mature measurement scales developed and validated in previous research. Use a 5-point Likert scale from strongly disagree to strongly agree.

Statistic technique

This study used the social science version 29 statistical software package for statistical data analysis, including descriptive row analysis and inferential analysis. The analysis results will be presented in tables and explained in text.

Result

The study used self-report to collect data, thereby utilizing visitor anonymity and ensuring that the collected data is only used for research report analysis.

In this study, the majority of participants were males, with 335 people (94.4%), while females accounted for only 20 people (5.6%). The age distribution shows that participants aged 31-40 are the largest group, with a total of 138 people (38.9%), followed by 116 foreigners aged 41-50 (32.7%), 73 participants aged 20-30 (20.6%), and only 28 participants aged 51-60 (7.9%). In terms of educational background, 195 participants hold bachelor's degrees, accounting for 54.9%, while the rest are master's degree holders (26.5%), doctoral degree holders (2%), and others (16.6%). Regarding marital status, the majority of participants were married (86.8%), while single individuals accounted for 13.2%.

Table 1

Respondent's Profile (n=355)

| Demographic Factors | | Frequency | Percent |
|------------------------|-------------|-----------|---------|
| Gender | Male | 335 | 94.4 |
| | Female | 20 | 5.6 |
| Age | 20-30 | 73 | 20.6 |
| | 31-40 | 138 | 38.9 |
| | 41-50 | 116 | 32.7 |
| | 51-60 | 28 | 7.9 |
| Academic Qualification | Bachelor | 195 | 54.9 |
| | Master | 94 | 26.5 |
| | Dr. | 7 | 2 |
| | Other | 59 | 16.6 |
| State | Married | 308 | 86.8 |
| | Single | 47 | 13.2 |
| Position | Management | 138 | 38.9 |
| | Engineering | 82 | 23.1 |
| | Technician | 128 | 36.1 |
| | Others | 7 | 1.9 |

From the perspective of job distribution, management accounts for 38.7%, engineers account for 23%, technical personnel account for 35.7%, and other positions account for 2.6%. These data provide a comprehensive understanding of the demographic characteristics of the pilot test samples. Please refer to Table 1 for detailed information.

Reliability and Validity Analysis

The validity and reliability of the questionnaire in this study were tested using SPSS version 29. The results showed that the Cronbach's alpha values for job performance, and family support (emotional support, decision support, and communication support) were 0.942, 0.837, 0.749, and 0.792, respectively (see Table 1). In social science research, a Cronbach's alpha value exceeding 0.7 is considered acceptable, indicating that the reliability of the questionnaire used in this study is satisfactory (Hair et al., 2019).

This study employed exploratory factor analysis to assess the validity of the questionnaire. Convergent validity was used to measure the consistency of the questionnaire structure. The evaluation metrics included factor loadings of the items, composite reliability (CR), and average variance extracted (AVE) (Shrestha, 2021). The specific criteria are factor loadings of the items should be greater than 0.708, AVE values should be greater than 0.5, and CR values should be greater than 0.7 (Hair et al., 2019). Additionally, a KMO value between 0.8 and 1.0 indicates adequate sampling, and a Bartlett's Test of Sphericity p-value less than 0.05 suggests that factor analysis is appropriate for the data.

Table 2

Factor Loading, Composite Reliability and Average Variance Extracted

| | Items | Factor loading | Composite Reliability | Average variance extracted | Cronbach's Alpha |
|---|-------|----------------|-----------------------|----------------------------|-------------------------|
| Job performance | JP1 | 0.750 | 0.943 | 0.558 | 0.942 |
| | JP2 | 0.761 | | | |
| | JP3 | 0.750 | | | |
| | JP4 | 0.767 | | | |
| | JP5 | 0.701 | | | |
| | JP6 | 0.743 | | | |
| | JP7 | 0.726 | | | |
| | JP8 | 0.752 | | | |
| | JP9 | 0.713 | | | |
| | JP10 | 0.788 | | | |
| | JP11 | 0.760 | | | |
| | JP12 | 0.748 | | | |
| | JP13 | 0.748 | | | |
| Family Emotional Support | FS1 | 0.797 | 0.799 | 0.604 | 0.837 |
| | FS2 | 0.723 | | | |
| | FS3 | 0.840 | | | |
| | FS4 | 0.742 | | | |
| Family Decision support | FS5 | 0.807 | 0.750 | 0.675 | 0.749 |
| | FS6 | 0.790 | | | |
| | FS7 | 0.792 | | | |
| Family Communication Support | FS8 | 0.806 | 0.750 | 0.634 | 0.792 |
| | FS9 | 0.816 | | | |
| | FS10 | 0.843 | | | |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | | | | KMO=0.941 |
| Bartlett's Test of Sphericity | | | | p<.001, | x ² =4151.48 |

The validity analysis results of this study are detailed in Table 1. The KMO value of the questionnaire was 0.941, falling within the range of 0.8 to 1.0, indicating adequate sampling. The Bartlett's Test of Sphericity results showed $p < 0.001$, $\chi^2 = 4151.48$, indicating that the data are suitable for factor analysis. The factor analysis results of this study showed that the factor loadings of all items in the questionnaire were greater than 0.708, the AVE values were all greater than 0.5, and the CR values were all greater than 0.7. Therefore, the questionnaire used in this study possesses good validity.

After determining the validity and reliability of the questionnaire, the researchers began to test the correlation between variables.

Table 3

Pearson's correlation coefficients

| Variables | M | SD | 1 | 2 | 3 | 4 |
|--------------------------------|------|-------|--------|--------|--------|-----|
| 1.Job Performance | 3.85 | 0.896 | n.a | | | |
| 2.Family Emotional Support | 3.78 | 0.981 | .458** | n.a | | |
| 3.Family Decision support | 3.91 | 0.898 | .259** | .238** | n.a | |
| 4.Family Communication Support | 3.94 | 0.949 | .275** | .319** | .151** | n.a |

M: mean

SD: standard deviation

**: p<0.01

The mean (M) and standard deviation (SD) of the variables are used to describe the central tendency and dispersion of the variables(Lee et al., 2015). Pearson's correlation coefficients are used to evaluate the strength and direction of the linear relationship between two variables, with coefficient values ranging from -1 to 1 (Armstrong, 2019).

From Table 3, it can be seen that the mean for job performance is 3.85 and the standard deviation is 0.896, indicating that participants generally rate their job performance highly and the variation in scores is small. The mean for family emotional support is 3.78 and the standard deviation is 0.981, suggesting that participants perceive their family emotional support to be high, but there is a considerable variation in their evaluations. The mean for family decision support is 3.91 and the standard deviation is 0.898, indicating that most participants receive high decision support from their families, and the scores are relatively concentrated. The mean for family communication support is 3.94 and the standard deviation is 0.949, suggesting that most participants receive high communication support from their families.

From Table 3, it can be seen that the correlation coefficients between job performance and family emotional support, decision support, and communication support are 0.458, 0.259, and 0.275, respectively, with p<0.01, indicating a significant correlation between variables. From the numerical values, it can be seen that there is a moderate positive correlation between family emotional support and job performance, while the correlation between decision support and communication support and job performance is relatively low(Schober & Schwarte, 2018).

The correlation value between family emotional support and family decision support is 0.238, p<0.01, indicating a significant correlation between them, but the correlation is relatively low. The correlation between family emotional support and family communication support is 0.319, p<0.01, indicating a significant and moderate positive correlation between them(Schober & Schwarte, 2018). The correlation coefficient between family communication support and family decision support is 0.151, p<0.01, indicating a significant but weak correlation (Schober & Schwarte, 2018).

Table 4

Multiple Regression Analysis Results of the Impact of Family Support on Job Performance

| Variable | Standardized Beta | Std. Error | t-value | Sig. | VIF | R ² | Adjusted R ² | F-value |
|----------|-------------------|------------|---------|-------|-------|----------------|-------------------------|---------|
| Model 1 | 0.382 | 0.045 | 7.67 | <.001 | 1.161 | 0.209 | 0.207 | 93.453 |
| Model 2 | 0.111 | 0.049 | 2.275 | 0.023 | 1.121 | 0.223 | 0.219 | 50.638 |
| Model 3 | 0.167 | 0.045 | 3.502 | <.001 | 1.067 | 0.250 | 0.243 | 38.927 |

Dependent variable : Job performance,

Model 1: Family Emotional Support

Model 2: Family Decision Support

Model 3: Family Communication Support

This study used multiple regression to analyze the relationship between independent and dependent variables. Table 4 presents the results of three regression models, each exploring the impact of different types of family support on job performance.

Model 1 explores the impact of family emotional support on job performance. The regression analysis results showed that the standardized regression coefficient for family emotional support was 0.382, with a standard error of 0.045, a t-value of 7.67, and a significance level of $P < 0.001$, indicating that family emotional support has a positive and significant impact on job performance (Mardia et al., 2024). The VIF value is 1.121, indicating that there is no serious multicollinearity problem (Hair et al., 2019). The R-squared value of the model is 0.209, and the adjusted R-squared value is 0.207, indicating that family emotional support can explain 20.9% of job performance. The F-value is 50.638, indicating that the overall model is significant (Tabachnick et al., 2013).

Model 2 examined the impact of family decision support on job performance. The analysis results indicate that the standardized regression coefficient of family decision support is 0.111, the standard error is 0.049, the t-value is 2.275, and the significance level is 0.023. Family decision support has a significant and positive impact on job performance (Mardia et al., 2024). The VIF value is 1.121, indicating that there is no serious multicollinearity issue with the measurement questionnaire (Hair et al., 2019). The R-squared value of Model 2 is 0.223, and the adjusted R-squared value is 0.219, indicating that family emotional support and family decision support can explain 22.3% of job performance. The F-value is 50.638, indicating that the overall model is significant (Tabachnick et al., 2013).

Model 3 analyzed the impact of family communication support on job performance. The results showed that the standardized regression coefficient of family communication support was 0.167, the standard error was 0.045, the t-value was 3.502, and the significance level was less than 0.001, indicating that family communication support has a highly significant positive impact on work performance (Mardia et al., 2024). The VIF is 1.067, indicating that there is no serious multicollinearity problem (Hair et al., 2019). The R-squared value of Model 3 is 0.250, and the adjusted R-squared value is 0.243, indicating that family emotional support, family decision support, and family communication support can explain 25.0% of the

variation. The F-value is 38.927, indicating that the overall model is significant (Tabachnick et al., 2013).

In summary, Model 1, Model 1, and Model 3 respectively examined the impact of family emotional support, family decision support, and family communication support on job performance. The results showed that family emotional support had the greatest impact on job performance, followed by family communication support, and finally family decision support. All models explained a portion of the variation in job performance, with significant results and no serious multicollinearity issues. Therefore, the research results strongly support hypotheses H1, H2, and H3, indicating that family emotional support, family decision support, and family communication support all have an impact on job performance.

Discussion

This study, based on social support theory, explores the impact of different types of family support on job performance through three regression models: emotional family support, decision-making family support, and communication family support. The results show that all types of family support have a significant positive impact on job performance.

First, family emotional support exhibits the strongest positive impact across the three models. This finding is consistent with previous studies, which indicate that emotional family support promotes employees' mental health, job satisfaction (Ganji & Johnson, 2020; Kwok et al., 2015). Job satisfaction can positively predict job performance (Rubaca & Majid Khan, 2021). In addition, research suggests that organizations can provide psychological counseling and guidance to expatriates and their family members to cope with emotional stress and anxiety, and improve family relationships. These studies suggest that emotional support can alleviate work stress, enhance expatriates' psychological resilience, and thus improve job performance (Aldersey et al., 2016).

Second, family decision-making support has a weaker but still positive and significant impact on job performance. This finding aligns with the conclusions of Richardson (2006), which found that family members' support in the decision-making process helps employees better balance work and family, reducing decision-making pressure and increasing focus and efficiency at work. Previous studies have also pointed out that organizations should provide education support for children, employment support for spouses and elderly care to expatriates can help reduce their preference for family members and make decisions that are beneficial to their work (Hutchings & McNulty, 2017).

Finally, family communication support's impact on job performance lies between emotional family support and decision-making family support. Previous studies suggest that family communication facilitates the exchange of information and understanding among family members, which can enhance the adjustment of expatriate (Halim et al., 2016) and the cross-cultural adjustment can effectively promote the job performance of expatriate (Chang et al., 2023). In addition, research suggests that organizations should provide flexible working hours for expatriates to facilitate the use of practical remote communication tools on workdays (Hutchings & McNulty, 2017), which can help expatriates stay in touch and reduce emotional distance caused by separation. Communication support also can be the foundation

of emotional and decision-making support, helping employees feel supported in their work (Warrier et al., 2024).

Conclusion

Essentially, family support for expatriates can improve their job performance. Companies should develop policies that enhance family support levels, enrich family emotional support, and improve family communication support, which are conducive to obtaining family decision-making support for expatriates.

Practical Implication

The findings of this study are significant for Chinese construction companies in achieving international human resource management and formulating relevant support policies. The results emphasize the importance of companies recognizing the role of employees' families and taking corresponding measures to enhance family support for employees. For example, providing practical medical information for expatriates' parents, educational information for their children, basic information about the host country for their spouses, and establishing a communication platform among the spouses of expatriates in the same host country, enabling them to support each other and thus provide family support for expatriates. Provide expatriates with longer vacation periods, allowing them to spend more time with their family members.

Theoretical Implications

Based on the discipline of human resource development and guided by social support theory, this study explores the impact of family emotional support, family communication support, and family decision-making support on the job performance of expatriates in the Chinese construction industry from the perspectives of family emotional and instrumental support. The study verifies the impact of family support on job performance and confirms the practicality of the scale from separated family (Kamaryati & Malathum, 2020). Additionally, the study shows that family emotional support has the greatest impact on job performance, enriching the understanding of family support.

Limitations and Recommendations

Despite providing valuable insights, this study has certain limitations. First, it uses a cross-sectional design with data collected between December 2023 and April 2024, which limits the ability to understand how the relationships between variables change over time. Future research could adopt a longitudinal design to explore the impact of family support on expatriates' job performance over time.

Second, the study is culturally and geographically limited, focusing only on Chinese expatriates in the construction industry in Malaysia. Future research could overcome this limitation by expanding to other countries and industries. Third, the study relies on self-reported questionnaires to collect information, which may introduce bias. Future research could consider combining qualitative and quantitative methods to obtain more comprehensive and in-depth information.

Lastly, there is the complexity of variable measurement. This study relies solely on self-reported questionnaires to measure the involved variables, which may be influenced by self-

report bias, as participants may adjust their responses based on social expectations. Additionally, the construction of the variables themselves is complex, influenced by many factors; self-report questionnaires affect the accuracy and interpretation of the results. Therefore, future research may consider combining multiple data collection methods, such as qualitative interviews and quantitative questionnaires, to obtain more comprehensive and in-depth data.

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