

# **A Qualitative and Quantitative Study to Auscultate, Measure, and Correlate the Family Organizational Behavior© Performance at Home of Three Successful Human Resources Generation Sample: Boomers, Millennials and Generation Z**

*This is a qualitative and quantitative study to auscultate, analyze, measure, and correlate the results of three successful human capital sample generation's Family Organizational Behavior© (Velez Candelario, 2026), measured through the Family Organizational and Administrative Functionality Scale (Velez-Candelario, 2019) during their socioeconomic development process at home. To accomplish this research a triangulation method is applied; a pre-design interview, the FOAF Scale© general results (Velez-Candelario, 2019) and the SPSS 31 version statistical analysis program, to run a Pearson correlation and ANOVA statistical method. This is the first analysis to understand the successful human capital samples: Boomers, Millennials and Zeta, Family Organizational Behavior© performance. The participants or sample characteristics are successful human capital. Success is defined as the extent to which an individual, group, or system achieves intended goals or desired outcomes, often evaluated through measurable performance indicators or subjective perceptions of accomplishment (Copilot/IA, 2026). It is about achieving goals that bring personal fulfillment and happiness, whether they're related to your career, personal life or well-being (Fadiloghulari, Y., 2024). To prove the successfulness indicators, include the socioeconomic characteristics of the participants through a socioeconomic assessment that include at least; high school and college degree, the General Point Average (at school and college, using the USA educational system as a metric base), income source, income quantity and industry type to perform their work. The participants are members of three generations: Baby Boomers (60 to 79 years old), Millennials (29 to 39 years old) and Zeta generation (20 to 28 years old), from three different geographical regions, North, South America and the Caribbean. To the qualitative analysis, forty-three questions were applied with open and multiple selection questions design to auscultate in the four basic areas that Velez-Candelario (2021) mentioned as the main ones to auscultate the Family Organizational Behavior© performance within the household; Leadership, Organizational Behavior, Environment, and Communication. The finds show that the eighteen participants answer the question in the same way, it looks like a same pattern of organizational behavior at home in the three generations type. For the quantitative part of the research three alternative hypotheses are analyzed through the SPSS 31 version. H/1-The Family Organizational Behavior© is significantly correlated within the three generations sample: Boomers, Millennials and Zeta. H/2-The Family Organizational Behavior© of these three generations of successful human capital has no significant differences in between. The H/3- Families that release productive human capital to their socio-economic system in different geographical zones perform the same Family Organizational Behavior© performance pattern. Finally, the three alternative hypotheses are accepted.*

H-1: A Pearson product-moment correlation was conducted to examine the relationship between the Family Organizational Behavior© performance (measured through the FOAF Scale©), and Generational Group among the participants ( $N = 18$ ). The analysis revealed a moderate negative correlation between the two variables,  $r(16) = -.508$ ,  $p = .031$ . Because the probability value was below the established alpha level of .05, the relationship was statistically significant. H-2 is accepted. A one-way ANOVA was also conducted to examine Family Organizational Behavior© performance, measured through the FOAF Scale©, to analyze differences in these three generations. The analysis indicated that the differences among groups were not statistically significant,  $F(2, 15) = 2.62$ ,  $p = .106$ . These results suggest that group membership accounted for some variability in functionality scores, but the magnitude of this effect was insufficient to conclude a reliable groups difference at the 95% confidence level. H-3 is also accepted. Descriptive statistics were calculated for Family Organizational Behavior© performance, measured through the FOAF Scale© scores across the three geographical groups. North America had the highest mean score ( $M = 2.83$ ,  $SD = 1.94$ ), followed by South America ( $M = 2.00$ ,  $SD = 1.41$ ) and the Caribbean ( $M = 1.86$ ,  $SD = 1.21$ ). However, the 95% confidence intervals for all three regions showed substantial overlap; North America (0.80 to 4.87), South America (0.24 to 3.76), and Caribbean (0.73 to 2.98), indicating that these numerical differences are not statistically reliable. The wide variability within each region suggests considerable heterogeneity in Family Organizational Behavior© performance consistent with the nonsignificant group differences observed in the ANOVA.

## Introduction

Today's economies, human resources professionals and Industrial/Organizational psychologists, among other business administrators and behavioral experts around the world, reply frequently that human capital generations behave differently in the workplace and outside of it due to their specific born time. They also mention that due to the socioeconomic circumstances surrounding the human capital during their generational period racing process their personality become shaped. Otherwise, Velez-Candelario, S. (2016) shows that things like soft skills abilities and cultural diversity management will be handled depending on the individual previous psychosocial experiences at home.

Meanwhile, the author Van Der Linden, L. (2024), write an article about generations gap named "*How to Bridge the Generation Gap at Work*". In this article he mentions that,

Before addressing the perceived generation gap, it's crucial to explore whether it truly exists or whether leaders must take a different approach to connect with their mixed-generation team members. Today, there may be up to four generations working together in organizations. Their life experiences, values, and beliefs are bound to differ and can lead to disagreements or even conflicts. Frustration over this can easily lead leaders and their teams to fall back on common stereotypes

such as “Baby Boomers are arrogant and inept with technology,” “Millennials are entitled,” or “Gen-Zers are lazy.”

But what kind of experiences, values and beliefs do this author considers create conflicts between the generations sharing a common space to work in today’s organizations? Are personal experiences, social values and beliefs the reason that motivate generational groups conflicts? Is it possible that biological ages, physiological changes, evolution and knowledge influence human capital disrupted behavior? Could the new workplace tools like computers, AI services and remote work positions affect positive or negatively generations daily interaction?

These questions help us to identify the generation’s interaction issues in today’s economy. It is a phenomenon that does not have just one answer or one root, it is a real challenge that needs new psychosocial knowledge and tools to be able to manage it effectively. Due to that, this study analyzes the organizational behavior within the household of three different generations: *Boomers*, *Millennials*, and *Zeta* generations. The study auscultates the family management leaders performed at home during their young human capital racing process. This research also goes over the family organizational behavior analysis to establish their governance system at their household during their young human capital racing process.

To complete the analysis in this study the Family Organizational Behavior Theory © (Velez-Candelario, S., 2021), assumptions are applied. The FOB theory©, exposed that family leaders can deliver a productive human capital to the socioeconomic system when they implement a scientific management and a functional organizational development system at home. The purpose of this theory’s main assumptions is to understand how organizational behavior management works at home during the racing process of this study participant’s sample.

According to this author, the lowest conflict interaction between the family members at home during their social interaction helps to generate a lowest or free stress environment at the household, promoting a peaceful and motivational climate during the family commitment. This theory exposes four basic areas that need to be administrated efficiently to create a functional governance at home. These are the same that exist in others human organizations like the one with business purposes,

- Communication
- Organizational Culture
- Leadership Style
- Environment

The Family Organizational Behavior Theory ©, explains that “family leaders develop successfully their incubated young human capital at home when they perform a functional family administration that motivates their members to be competitive and work oriented (Velez-Candelario, S., 2025)”. This researcher

found that performing democratic leadership at home, a hygienic environment, open communication and a clearly defined organizational culture increase the possibility of a functional daily commitment at home. She found that low stress and conflict at home helps to motivate adults and young human capital to work inside and outside of it, and that the group permanence is more stable. Is pertinent to mention that these same four areas are the ones that business organizations analyze since industrialized work system started, measuring it as well. Modern societies such as Europe or USA implement an industrial work system, where social interaction is compulsory, engineers, sociologists and psychologists unified their knowledge becoming one to make possible the creation of efficient workplaces, aligned with the vision, mission and goals of the organization. The purpose of these four areas assessment within the business organizations is the same, enhance their management performance at the workplace to decrease conflict and stress. Furthermore, it also follows the same goal, increase motivation to work, produce and the organization permanence.

For the quantitative and qualitative results, the semi-structural interview and the Family Organizational and Administrative Functionality Scale (Velez-Candelario, 2019) were completed. The sample are three successful sample generations of: *Boomers, Millennials and Zeta*. Successful in this study is defined as a human capital that completes a college degree (associates, bachelor, master or doctorate) and is economically independent during their adulthood, through formal economic fountains as a job position or a personal business. It is also a human capital that did not receive governmental subsidies to live or any other economic support from other sources that they do not work for. To understand how organizational behavior starts to be relevant in daily life within humans' organizations even for the family foundation and development purposes let's see what it is.

### *What is the Organizational Behavior Theory?*

*Organizational behavior means the study of how people think, feel, and act inside organizations.* It looks at individuals, groups, and the overall workplace environment to understand what drives performance, motivation, communication, leadership, and culture (I/A: Copilot, 2026).

Dennis O'Reilly, J.D. & Holzniekemper, L. (2026) mention that “the concept of organizational behavior explains how people behave in organizations when they encounter specific situations”. According to these authors,

The goal is to determine which behaviors lead to optimal outcomes for companies and then apply techniques to encourage those positive behaviors. Various techniques are applied to better understand how and why people act, think and feel at work. Companies rely on organizational behavior analysis to enhance employee motivation, improve team collaboration and make their organizations more resilient to disruptions and other unexpected events. Our guide to organizational behavior for SMBs describes several theories of organizational behavior, techniques for analyzing workplace behavior and tips for promoting positive and

productive behaviors in your business (Dennis O'Reilly, J.D. & Holzniekemper, L., 2026).

The workplace was the most relevant setting to analyze and develop in the new way to do business by the first years of the industrial era (1800-1900). Due of that the organizational behavior analysis was concentrate at the new workplace settings, where man and women perform together a labor position to work in the same new industrialize business model by first time. By that period social conflicts control, motivational factors and productivity metrics system are necessary in the new way of making businesses. Otherwise, creating the perfect environment to innovate and enhance the traditional scientific management system is also the priority. The new era mix engineering skills, social and psychological skills and knowledge to find effective management processes that guarantee efficiency and productivity at the workplace. In this matter, Wienclaw, R.A. (2021) explains that,

Organizational Behavior (OB) is a field of study focused on understanding the dynamics of individuals, groups, and teams within organizations, as well as the organizations themselves. It employs scientific research and empirical data to explore, predict, and influence behavior, enhancing overall organizational effectiveness. The discipline considers multiple levels of analysis, including individual motivations, team dynamics, and organizational culture, while recognizing that these components are interdependent within a larger system. OB integrates insights from various fields such as psychology, sociology, anthropology, and political science to create a comprehensive understanding of workplace behavior. Practically, OB has significant applications for management, aiding in leadership development, team management, and conflict resolution. It emphasizes that effective strategies can vary based on situational contexts, advocating for a contingency approach rather than one-size-fits-all solutions. Additionally, OB investigates how informal organizational culture influences employee interactions and performance.

### *Interconnected elements that influence human dynamics within an organization*

Human behavior is not always instinct or a biological basic function, it is also impulse by a psychological and sociological influences applied during a management process, due to that certain psychosocial elements are most of the time present to motivate a behavior. Blitsacademy.com (2026), expose that,

Organizational Behavior is crucial for fostering a productive and harmonious work environment. By applying OB principles, organizations can improve their overall effectiveness and achieve sustainable growth, enhances organizational effectiveness and productivity. Also to improve communication and leadership skills across all levels. Promoting better employee relations and job satisfaction. To help with conflict resolution and facilitate effective team building. To aid in successfully managing organizational change initiatives. Encourages ethical decision-making and responsible behavior. The study of Organizational Behavior is built upon several interconnected elements that influence human dynamics within a company. Structure People Individuals, groups, and teams form the core

of any organization. Processes mechanisms like decision-making, communication, and motivation. Defined roles, authority hierarchies, and organizational design. Technology tools and resources influence work methods and behavior. Environment internal and external factors affecting organizational operations facilitate teamwork, resolve conflicts, and ultimately drive organizational success.

It means that organizational behavior is considered to increase or develop effective motivational factors, managerial processes, authority power management, technology tools, effective communication, resolve conflict, and between others factors inside the new workplace scenario to drive organizational success. In other words, organizational behavior theory provides managers with insights into human behavior, guiding effective managements practices and enhancing performance itself. Due to this theoretical frame Vélez-Candelario, S. (2008) exposed how relevant this science can fix in today's family management process, where the human capital born, learn the primary social soft skills, psychological assets, organizational commitment experiences and emotional autoregulation to eventually be part of the economic system as an active human resources. The difference between family and business organizations purposes is their vision, mission and goals. Velez, S. et al, (2016) analyze the family organizational behavior by first time but taking care of their specific social, economic and emotional characteristics. Let's see the historical base of the Family Organizational Behavior Theory©.

#### *Family Organizational Behavior Theory© historical base*

The author and researcher Velez-Candelario, S. (2009, published in 2016), during the first years of the new twenty-one century auscultate by first time the family organizational behavior©. Her dissertation study analyzes family organizational behavior and administrative functionality to discover if it has the same structure as any other human organization like the business purposes. The main idea of this study as the first approach in this regard is to observe if the family organization has the same four areas to manage and administrate that business organizations have: *communication system, leadership style, organizational culture and climate*.

According to organizational behavior and administrative theories these four areas are the ones that need an organizational development plan with the purpose of making those functional and efficient. This first study observes ten family groups; five that have productive human capital (adults and children) with success in their academic and economic assets, and five non-productive that have not success in academic performance and in their economical assets. These two characteristics between these two types of family organizations, productive and unproductive, help to acquire information about their organizational behavior at home. In this first study, Velez-Candelario, S., et al (2009; Published in 2016) found that the family organization has explicitly the four main areas that any formal organization must administrate. Shue also observed that the economic and organizational behavior were opposite. In the productive family category, they behave as an auto sufficient economically, and a highest general point

average at school in their young human capital. They also perform an effective, leadership, environment, organizational culture and communication at home according to the management and organizational theories recommendation. Otherwise, the non-productive families, no economic assets and low GPA at school were acting totally opposite of this.

Moreover, after summing a pre-design interview, these ten families, adults and children, identified the four areas; *communication system, leadership style, organizational culture and a specific environment* in the same way that exist in the business organizational settlement. The participants could answer each question clearly and with specific details that demonstrate the similarity between the family organization organizational settlement and the business one, and how those affect or influence human behavior. These findings include the mentions previously, differences during organizational behavior and administrative performance between the productive and unproductive families.

After this first study, Velez-Candelario, S., performed and published different qualitative and quantitative analysis in regards of the family organizational behavior©, including a replica of her first study published in 2016, mixes with a quantitative analysis using her FOAF Scale© (Velez-Candelario, S. 2019), published in 2025. To complete this research, she uses her FOAF Scale©, this instrument measures family organizational and administrative functionality, taking care of the family specific social and emotional characteristics. Her multiples research, almost two decades from 2007 until today, finds that the household is the first social unit with a pre-design organizational characteristic that become organized to reach same goals, vision and mission. She identified the four areas that today's business measure with the purpose of been effective during their management and organizational development process: *leadership, communication, environment and organizational culture*. Due to this reality this author exposed that family organization is perfectly aligned with administrative and organizational behavior theories and analysis purposes. She explains that adding this scientific tool that helps the family organizational behavior performance and administrative functionality to identifying different disrupted behaviors and processes that affect their socioeconomic development is an assertive investment.

#### *FOB Theory© core basic areas*

As mentioned before, the four core basic areas: *leadership, communication, environment and organizational culture* specific performance are identified as part of the pattern that shows functional and productive families according to the Family Organizational Behavior Theory©. Researcher Velez-Candelario, S., et al (2016), auscultate these four basic areas management performance within the family group as a human capital producer. According to her, family leaders have the responsibility of developing and motivating their family members to develop a work oriented behavior, and productivity in their household, their school and their workplace. She also explains that the household works as the first formal social unit of human capital trainers and developers. According to this author

some topics that a family leader should domain to administrate their household are:

- Decision making
- Hierarchical responsibilities
- Leadership influence
- Conflict resolution
- Subordination
- Influence others
- Information processes
- Feedback
- Communication types
- Voice tone management
- Organizational climate
- Environmental conditions
- Hygiene
- Space appearance
- Core values development
- Norms implementations
- Traditions development
- Beliefs and customs implementations
- Among others

In 2019, as mentioned before, the first Scale that Measures Family Organizational and Administrative Functionality, the FOAF Scale© construction process was published. This scale measures each core area independently and as a whole system showing mathematical results using a liker method and a percentage. Moreover, according to Velez Candelario,S, (2021) *Leadership* in families can be formal (e.g., parents, elders) or informal (e.g., respected members). Effective family leadership sets goals, allocates resources, and resolves conflicts. The leadership style can be directive, participative, or transformational, and influences decision-making and member engagement. *Communication* promotes respect, and a consistent accomplishment is essential to have a fluent participation of the whole family members. Families that model active listening, empathy, and open dialogue tend to have higher cohesion and lower conflict. Poor communication can lead to misunderstandings, resentment, and reduced productivity. Furthermore, this theorist exposed that the physical and emotional *Environment* shapes behavior. A safe, supportive, and organized home *environment* fosters stability and trust, while a chaotic or stressful environment can erode morale and performance. Finally, she explains that *Family Culture*, shared values, norms, and traditions, guides behavior and decision-making. Cultural alignment at home encourages cooperation, while misalignment can cause friction. Cultural changes in families, like in business organizations, require intentional effort.

Furthermore, this researcher also exposed that “this approach recognizes that families, like businesses, have vision, mission, goals, economic assets,



human resources skills, and processes that influence productivity, decision-making, and members well-being (Velez-Candelario, 2024)”. Households are the places to develop soft skills that will help to increase adult and young human capital efficiency inside and outside of it. This author considers that family affectivity interaction is one of the main activities that increase motivational input to produce, empowering their group members and their permanence as a family. But poor family organizational behavior© and dysfunctional management produce distress disturbing their common affective assets.

#### *Generations name practice: Silence, Boomers, X, Y, and Z*

Assigning a name to generations was not tradition until the end of the 18th century. A name is assigned to a group of people that were born in the same period every ten years, where a new decade has arrived with the purpose of analyzing the differences between each group. This information is used for the system to understand their human capital socioeconomic development during their entire life. Factors as social issues, economic activity, education trends, art influence, among others, are the principles to study in regards of the generation’s psychosocial development.

Here are some examples of the generation’s names according to Fun Group Names (2026):

| Generation                  | Birth-Year Range* | Signature Milestones / Keywords                             |
|-----------------------------|-------------------|-------------------------------------------------------------|
| <b>Lost Generation</b>      | 1883 – 1900       | World War I, Jazz Age writers                               |
| <b>Greatest Generation</b>  | 1901 – 1927       | Great Depression resilience, WWII service                   |
| <b>Silent Generation</b>    | 1928 – 1945       | Post-war boom, early Civil Rights movement                  |
| <b>Baby Boomers</b>         | 1946 – 1964       | Suburban expansion, Moon landing, Woodstock                 |
| <b>Generation X (Gen X)</b> | 1965 – 1980       | Personal computers, MTV culture, first “latch-key” kids     |
| <b>Millennials (Gen Y)</b>  | 1981 – 1996       | Internet adolescence, 9/11, social media rise               |
| <b>Generation Z</b>         | 1997 – 2012       | Smartphones from childhood, streaming era, climate activism |
| <b>Generation Alpha</b>     | 2013 – 2025**     | AI-native, pandemic toddlers, mixed-reality learning        |

| Generation                    | Birth-Year Range*  | Signature Milestones / Keywords                  |
|-------------------------------|--------------------|--------------------------------------------------|
| Generation Beta (anticipated) | 2026 – 2039 (est.) | Web4 & spatial computing infancy, Mars missions? |

### *The Boomers Generation and their Characteristics*

For this study is relevant to know when *Boomer's* generation starts their debut. This name is the result of World War II culmination. This is called Baby Boomers due to the newborns that arrive after the soldiers come back home at the end of the Worldwide War II. According to Britannica (2026), the *Baby Boomers* are, Members of the generation of people born during the surge in births in the United States and other countries in the years immediately following World War II. The size of the generation in the U.S. combined with technological changes and geopolitical factors to dramatically reshape the country politically, culturally, and economically. There were about 132 million people in the U.S. in 1940, the last full year before the country entered the war. A relatively small surge in births from 1942 to 1945 helped boost the population to about 140 million. Over the next 19 years, from 1946 to 1964, nearly 76 million babies are estimated to have been born. This baby boomer generation is 60 percent larger than the preceding one. Other developed countries saw surges in births during and after the war, including Canada, Australia, Norway, and France. No single factor explains each boom or the one in the U.S. itself. The popular belief that the boom in the U.S. was largely a function of soldiers returning from the war is undercut both by the duration of the boom and that an increase could be seen before the war ended. That said, the surge in births in the U.S. was likely in part due to the recovery of birth rates after the Great Depression and World War II and to the extended economic expansion that followed the war. Other factors likely boosted the effects of the boom, including higher rates of marriage and fewer opportunities for postwar employment among younger women.

According to Family Search.org (2026), while there is no way to describe an entire generation of people accurately, here are some general characteristics that tend to be seen in baby boomers:

1. Baby boomers value relationships. As they grew up, there was a growing belief in the value of spending time with family and friends.
2. Baby boomers are goal centric. They were raised with the idea of the American dream, and they push themselves to reach their goals.
3. Baby boomers are self-assured. This generation has confidence in themselves and their abilities.
4. Baby boomers are resourceful. During their lifetime, members of the baby boomer generation have witnessed some of the greatest technological advances in history, and they often have learned to use the resources available to them.

## *X Generation characteristics*

Even though this study does not include the *X Generation* as part of the samples analyzed, it is added to have a better view of the time zone distance between the **Boomers** and the **Generation Y** (Millennials) and **Z**. According to the Britannica Dictionary (2026) the,

Members of Generation X grew up in a time when there were more dual-income families, single-parent households, and children of divorce than when boomers were growing up. Consequently, many Gen Xers were latchkey kids, returning from school to an empty home while their parents were still away at work. Gen Xers were the first generation to grow up with personal computers to some extent, thus becoming tech savvy. They were the first generation to grow up with cable television widely available. MTV, the cable television network that initially broadcasts music videos 24 hours a day, was rolled out in 1981 and was embraced by so many Gen Xers that MTV Generation also has been used to describe the Generation X cohort. Gen Xers came of age during the emergence of the deadly AIDS epidemic in the 1980s, which gave a new urgency to the notion of “safe sex” practices. They saw a changing world order, having lived through the end of the Cold War with the fall of the Berlin Wall in 1989 and the collapse of the Soviet Union in 1991. They witnessed the technological marvel of the first successful space shuttle flight in 1981 as well as the tragic explosion of the space shuttle Challenger five years later. Gen Xers lived during the height of the U.S. government’s War on Drugs, being exhorted to “just say no” to illegal drug use. They also lived through the energy crises in the 1970s and ’80s. Gen Xers experienced shaky economic times as children and young adults, enduring the recessions of the 1970s, ’80s, and ’90s, and would continue to be impacted by economic tumult throughout their adult lives.

Moreover, according with Copilot (2026) the generation X is, “born between 1965 and 1980, is often characterized by their independence, adaptability, and pragmatic approach to life, shaped by significant cultural and economic changes”. This fountain also mentions that this generation has a specific characteristic such as:

1. Independence and Self-Reliance: Often referred to as the “Latchkey Generation,” many Gen Xers grew up in dual-income households or single-parent families, leading to a strong sense of independence and self-sufficiency.
2. Technological Adaptability: Generation X was the first to grow up with personal computers and the internet, making them tech-savvy but not overly dependent on technology.
3. Work-Life Balance: This generation values a healthy work-life balance, often prioritizing personal time and family over career advancement.
4. Pragmatism and Resilience: Having experienced economic downturns and cultural shifts, Gen Xers are pragmatic problem solvers who adapt quickly to change.

1        5. Financial Savvy: As they age, many Gen Xers are becoming financially  
2        savvy, focusing on investments and long-term financial planning.

3  
4        This generation clearly motivates their people to become more independent  
5        and self-sufficient due to the new economic activity, having two parents working  
6        out of home to be able to pay for their assets and responsibilities that include  
7        vacations or medium-class family income. What clearly means that the economic  
8        changes during the industrialization process affect the traditional parenting role  
9        performed by the Silence and Boomers generations; moms raising children and  
10       dad going out for the money. Boomers and Silence generations still practice  
11       during their reproduction period a traditional mom and dad roll, one at home  
12       taking care of the household needs, including children raising process and the  
13       other one going out to achieve their income. Otherwise, internet started to be part  
14       of their evolution, and the computer was in hands of business, colleges or  
15       government, just wealthy families were able to acquire a computer.

16       As an important facts the boomer's generation creates the socioeconomic  
17       elements including the screen computer access for the two youngest generation  
18       that are analyze in this study, generation Y (Millennials) and Z. Due to that  
19       historical data this study is correlating Boomers, Y and Z generations family  
20       organizational behavior© and administrative functionality, through the FOAF  
21       Scale (Velez-Candelario, 2019) measurement, a pre-design interview and the  
22       literature review a trilogy method that permits give us enough elements to have  
23       a clear assessment. This study pretends to understand if Boomers, Z and Y  
24       generations samples practice different family management styles to achieve their  
25       family goals during their organizational development process raising their  
26       human capital at home. *Successful human capital* in this study means, at home  
27       young human capital that accomplishes a college degree and is economically  
28       independent after finishing their careers, becoming economically independent  
29       without the needs of government aid. In other words, even when sociologists  
30       explain that these three generations are very different in their economic  
31       resources, beliefs, values, social characteristics and socioeconomic challenges  
32       during their raisin period, this study tries to analyze if their families' leaders were  
33       doing something different or similar to develop them. The study pretends to  
34       understand if the family leaders of these three generations behave out or  
35       accordance with the organizational and management theories scientific  
36       recommendations to develop others within family organization. It is a replica,  
37       with some adjudgments, of the Velez-Candelario, et al (2016) first research and  
38       on behalf to continue certified her Family Organizational Behavior Theory©  
39       assumptions.

#### 40 41       *Millennial characteristics*

42  
43       To understand this study, findings are also necessary to understand  
44       *Millennials* and *generation Z* behave in their social group during their racing  
45       period at home. Is necessary to clarify that *Millennial's* generation is not the  
46       one that comes after the *Boomer's* generation, it is the *X Generation*. But, to have

a remarkable understanding of how long the bridge between *Boomers* and *Millennials* is, *Generation X* characteristics are included in this article. Let's see how *Millennial* generation is characterized according to the Britannica Dictionary,

Millennials are the society that is born and rise during the convulsion of the computer system and the internet as protagonists of the new socioeconomic activity in the world. Millennials move forward from generation X, becoming more adaptable to the electronic system applied to a daily basics activity inside and outside homes including business and academics developments, the internet. Britannica defines the millennials as, the generation that saw a boom in technological advances as the first to grow up with home Internet connections and as witnesses to the rise of the smartphone. They were also shaped by the September eleven attacks and the emphasis on homeland security that followed. Millennial term used to describe a person born between 1981 and 1996, though different sources can vary by a year or two. Millennials in the United States grew up during a period of relative stability and economic prosperity. In their 2000 book, *Millennials Rising: The Next Great Generation*, Howe and Strauss noted that millennials had "never known a year in which America doesn't get richer". The September 11, 2001, attacks, however, punctured the semblance of security millennials had known up until then. Some scholars have remarked that millennials in the West are the first modern generation to be economically worse off than their parents. This generation, however, is also known for being adaptable. Indeed, they are considered the first digital generation, quickly acclimating to new technologies, including smartphones, social media, and streaming entertainment. They are the generation that has received the most formal education. They are also more diverse and more politically liberal when compared with earlier generations (Brittanica, 2026).

Millennials characteristics according to Ron, A. (2008); in DixiDixit,2023) are:

1. Socially Conscious
2. Technology-Based
3. Ethnically Diverse & Optimistic
4. Embrace Experience
5. Educated & Knowledgeable
6. Health Conscious
7. Financially Conscious
8. Spiritually Conscious.

#### *Generation Z characteristics*

The last but not less relevant in this study sample is Generation Z. This is our most recent young adult generation, and it is very important because it was born few years before the new century, during and after two thousand. According with the same Britannica dictionary (2026) the Generation Z is also an electronic generation. They expose that,

Some sources give the specific year range of 1997–2012, although the years spanned are sometimes contested or debated because generations and their zeitgeists are difficult to delineate. Generation Z follows the Millennial generation (sometimes called Generation Y), which followed Generation X (the first generation to be assigned a letter). Reaching the end of the standard Latin alphabet, Generation Z is succeeded by Generation Alpha, the first generation to be assigned a Greek letter. Members of Generation Z, or Gen Zer's, have been undeniably shaped by the Great Recession of 2007–09 and the COVID-19 pandemic. They grew up in the era of the iPhone, which debuted in 2007, and of the U.S. Department of Homeland Security, a governmental department founded in 2002 after the September 11 attacks that most of them are too young to remember. Because of this, early names for Gen Z included “iGeneration” and “Homelanders”. Generation Z is, in general, the most diverse generation of Americans to date in a variety of demographics. Nearly 50 percent of Gen Zer's are racial and ethnic minorities, and 1 in 4 identifies as Hispanic. Gen Zer's are more likely than previous generations to have at least one foreign-born parent, although immigrants make up a smaller proportion of Generation Z than of millennials. Gen Zer's have grown up in more diverse settings than did previous generations and have higher percentages of single-parent families, mixed-race families, and LGBTQ+ parents in legally recognized partnerships. In fact, 16 percent of Gen Zer's identify as part of the LGBTQ+ community themselves, more than any previous generation. They are also shifting and eschewing gender norms more than any previous generation, with more than half of Gen Zer's saying that forms and profiles should allow for sex or gender options other than “man” and “woman.”

#### *Personality, social values and beliefs evolution within generational groups*

It is clear that generational gaps are related to economy, social issues and cultural changes that shape the personality during the human capital evolution. Due to that Rowena Nery Monte and Carl Jerome Ligacion (2025) completed a study titled; *Assessing generational shifts: A definitive study of the evolution of values, behaviors, and attitudes*. These authors exposed that,

Generations are typically categorized based on the birth years of their members. Still, they are also profoundly shaped by the socioeconomic conditions, technological advancements, and cultural contexts that prevail during their formative years (Z generation, 2020) [56]. This study aims to explore the distinct characteristics of various generational cohorts, explicitly focusing on Baby Boomers (born approximately 1946-1964), Generation X (born approximately 1965-1980), Millennials (born approximately 1981-1996), and Generation Z (born approximately 1997-2012) (Pew Research Center, 2019). Each group holds unique perspectives and lifestyle choices, informed by historical events and societal shifts that define their coming-of-age experiences; The study underscores the profound impact of generational differences on contemporary society. By meticulously examining the distinct characteristics of Baby Boomers, Generation X, Millennials, and Generation Z, the study reveals how historical contexts, socioeconomic factors, and technological advancements have shaped the values and behaviors of these

cohorts. The analysis reveals that these differences, while presenting challenges in workplace dynamics and social interactions, also offer opportunities for growth and collaboration. By fostering intergenerational awareness and cooperation, individuals and organizations can leverage the unique strengths of each generation to create more inclusive and practical environments. The evolving attitudes toward work life balance, technology engagement, and social responsibility underscore a shift toward greater empathy and understanding, paving the way for meaningful dialogue across age groups. Ultimately, this research advocates for a societal shift that recognizes and appreciates the contributions of all generations. By fostering a culture of mutual respect and understanding, we can more effectively address contemporary challenges and work towards a sustainable future that incorporates diverse perspectives. The insights gained from this study contribute to academic discourse and offer practical implications for leaders, educators, and policymakers seeking to bridge generational gaps and promote a cohesive society.

### *Family Leadership, a parenting challenge*

According with Reality Pathing.com (2025), “parenting is an ever-evolving practice shaped by cultural, social, and economic factors. One of the most significant influences on parenting styles is the generational context within which parents were raised and now raise their children”. For example, “Different generations—such as the Baby Boomers, Generation X, Millennials, and Generation Z”. They also mention that “parenting approaches with varied philosophies, values, and strategies that reflect their unique experiences and worldviews and understanding how these generational differences shape parenting styles can offer valuable insights for parents, educators, and policymakers alike”. In other words, this author expresses that each generation shapes their parenting styles according to their generation philosophies, values and strategies, that remarked their unique experiences and worldviews in regards of their generation life period. This explanation suggests that each generation has a different point of view on how to manage a family due to their generational live experiences. In other words, the historical time of when a human capital was born shaped their personality, beliefs, culture and general social and psychological characteristics due to their economic resources, influencing this directly in their family leadership style.

Otherwise according to this same author, economic resources help to bring the conditions that shape the human being socioeconomic, psychological and physical evolution. They also express that,

Parenting does not occur in a vacuum. Each generation inherits certain societal norms, technological tools, educational philosophies, and cultural expectations that inform how they nurture their children. Moreover, parents often reflect on their upbringing and either replicate or consciously change their parents’ methods based on what they found effective or problematic. The generational influence on parenting can be broadly understood by examining the key characteristics of each generation and how those traits manifest in child-rearing practices. -Baby Boomers grew up during a period marked by post-war stability, economic growth, and relatively traditional family structures. This generation experienced a more

hierarchical family model where authority was respected and discipline was often strict. Generation X grew up during times of increasing divorce rates, economic uncertainty, and growing multiculturalism. Often referred to as the “latchkey kids,” many Gen Xers experienced more autonomy at a younger age compared to previous generations. Gen X witnessed the dawn of personal computing and early internet adoption. As parents, they tend to be cautious but adaptive regarding technology use by their children, often setting clear limits while encouraging learning. Gen X witnessed the dawn of personal computing and early internet adoption. As parents, they tend to be cautious but adaptive regarding technology use by their children, often setting clear limits while encouraging learning (Reality Pathing .com, 2025).

For this author parenting is the product of the generational socioeconomic, cultural and psychological experiences that shape their own family leadership styles in contrast with their family leaders. This author sees parenting leadership as an evolution in each generation that reflects changes produced by their own social, economic, culture and values experiences during their own raising process.

#### *Family leadership style and the generational influence*

Integrative-psych.org (2025), exposed that personality, social skills and economic development affect human capital depending on their generation. This author said that parenting styles depend on the generation period, in this case they compare Boomers vs the Millennials,

Millennial parents today grapple with a distinctive challenge: navigating the generation gap in parenting styles between themselves and their boomer parents. This dichotomy often stems from differing approaches to child-rearing, with millennials embracing more modern and progressive methods centered on open communication and positive reinforcement. In contrast, boomers may have been raised under a more authoritarian parenting paradigm, marked by strict rules and less emphasis on dialogue. As a result, when both generations are involved in raising the same child, conflicts can arise due to conflicting parenting philosophies. For instance, a millennial parent may prioritize emotional expression and collaborative conflict resolution with their child, fostering an environment of dialogue and understanding. Conversely, a boomer grandparent might default to the traditional "because I said so" approach, relying on authority and obedience to maintain discipline. This contradiction in parenting styles can lead to clarity and satisfaction for the child, who may need help navigating each generation's differing expectations and communication styles.

#### *Purpose*

This studio helps to acquire new qualitative and mathematical data in regards of the family organizational behavior© performance in these three generations with the same economic result in their adulthood. These three samples that include six participants in each group; *Boomers, Millennials* and



*Zeta* are academic and economically successful; all of them do not have low-income, governmental support and each one finishes a college degree. This study is also helping to see if those have variance or a remarkable difference that helps to support the traditional belief of non-similarity between *Boomers*, *Millennials* and *Zeta* generations. Moreover, this study is also helping to support the previous research finding that Velez-Candelario, S., executes in regards of the family organizational behavior© and how this affects daily functionality and productivity.

### *Methodology*

It is a *Qualitative and Quantitative* study to analyze the Family Organizational Behavior© in three generations sample of successful human capital; *Boomers*, *Millennials* and *Zeta*. A triangulation method is applied to accomplish the study purpose: *Literature revision, a Pre-design Interview and the Family Organizational and Administrative Functionality Scale©* (Velez-Candelario, 2019) general result. The pre-design interview includes forty three (43) questions, most of them open-style, and some with multiple-choice options. It is the same interview used by Velez et al (2009) during their first qualitative study that analyzes organizational behavior at home, published in 2016. To analyses Pearson, Spearman and Kendall's correlations results between the three generations is used the FOAF Scale© general performance results. The SPSS 31 edition program is used as the statistical social science package.

These FOAF Scale© (Velez-Candelario, 2019) results are also used to review the homogeneity of the variance between the three generations groups in their geographical zone. Due to that an ANOVA statistical test is applied to acquire the *confidence interval* between the study variables. A participation agreement is submitted to the participants and a socio demographic document to define their personal and socio-economic characteristics that include formal education in high school and college (Associates, Bachelor, Masters or Doctorate), their General Point Average at school and College degree, their personal income amount, their income source, and the type of industry that works with.

### *Main Variable's Study in the quantitative part of the studio:*

The three main variables analyzed in this study are:

- Generational Group Name
- FOAF, Scale© general performance results
- Geographical Zone

### *Sample Characteristics*

For this study a successful human capital from three generational groups is selected by availability. The three generations are: *Boomer* (60-79 years old), *Millennials* (28 to 43 years old and *Generation Z* (18 to 27 years old).

Successfulness is defined as the extent to which an individual, group, or system achieves intended goals or desired outcomes, often evaluated through measurable performance indicators or subjective perceptions of accomplishment (Copilot/IA, 2026). The successful characteristics in this study are college degree; Associate, Bachelor, Master, or Doctorate and producing their own income, making them independent and self-sufficient to manage their own economy out of the governmental aids program. The generational group sample is considered successful due to their ability to produce assessment and working capital.

### *Research Questions*

The research questions are:

1. Is the Family Administrative and Organizational Functionality score (FOAF Scale), Velez-Candelario (2019), in a sample of successful human capital from the: Boomers, Millennials and Generation Z similar, or does depend on the generational period?
2. Are successful human capital of the Boomers, Millennials and Z Generation with college degree and economically independent, receiving different family leadership styles in contrast with the organizational and administrative theories recommendations to develop success human capital?
3. Is the geographical zone a variable that changes the Family Organizational and Administrative Scale result of the successful human capital of three different generations according to Velez-Candelario (2019)?
4. Does a Family Organizational Behavior© pattern exist within three productive human capital generations from different geographical zones sample: Boomers, Millennials and Zeta ?
5. Does a correlation exist between three productive generation samples: Boomer, Millenials and Zeta Family Organizational Behavior©?

### *Limitations*

This study is a qualitative and quantitative study, with three generations group sample, six participants per group; Boomers, Millennials and Zeta generation, due to that the quantitative results are analyzed with a small sample of eighteen participants. Otherwise, the geographical zones do not include places outside of the New World. This study just includes the geographical zones of North, South America and the Caribbean. The generational analyzed population and sample are just; Boomers, Millennials and Zeta, not including any other that exist between the mid 20 century to the actual 21 century. The ethnical characteristics are not considered in this study but most of the participants have a traditional new world conqueror's physical characteristic: Caucasians, Europeans, African and Native Indians.

## *Hypothesis*

### Hypothesis One #1

The Family Organizational Behavior©, measured through the FOAF Scale (Velez-Candelario, 2029) is statistically significant correlated between the three productive sample generations: *Boomers*, *Millennials* and *Zeta*.

### Hypothesis Two #2

The Family Organizational Behavior© of the successful human capital of three generations: *Boomers*, *Millennials* and *Generation*, have the same pattern, with no significant differences between them.

### Hypothesis Three #3

Families that release productive human capital to their socio-economic system in different geographical zones manage their Family Organizational Behavior©, in the same way. They share the same pattern, even when they do not know each other and come from different countries and have different cultural characteristics.

## *Qualitative Results*

The three generations answer a pre-design interview, the same interview that Velez et al, used in the first study that analyzes Family Organizational Behavior© (Velez-Candelario, 2026), published in 2016. Due to that this effective method that helps the collection of sufficient information in the first study is used again to help expos the family administrative and organizational behavior at home of eighteen participants of three generation's: *Boomers*, *Millennials* and *Z* generational group. In this qualitative and quantitative study, this semi-structure interview of forty-three (43) questions, help to support or not the FOAF Scale© (Velez-Candelario, 2019) general results. It is possible because this auscultates the same four areas that organizational behavior must be analyzed for developmental processes: *Leadership*, *Environment*, *Organizational Behavior* and *Communication*.

The first question of the interview is to identify what type of organization they have at home: *patriarchal traditional* (Dad and Mom), *mono-parental* (one leader at home) or *compound* (dad or mom in their second marriage). Five *Boomers* mentioned *patriarchal* and one *compound*. The *millennials*, three mentioned *mono-parental*, two *patriarchal* and one *compound*. The *Zeta* generation, four mentioned *Patriarchal* and two *compound*.

In the second introductory question; What type of management style at home practice their family leaders: *Democratic*, *Authoritarian* or *Laisse Fair*, the eighteen (18) participants mention *Democratic* as their family government style.

In the four auscultate areas: *Leadership*, *Organizational Culture*, *Environment* and *Communication* these are some samples of the most common verbatim that the population expressed during the interview:

1       Productive *Boomers, Millennials and Z generation* verbatim in *Leadership*  
2 *Style* of their managers at home:

- 3
- 4       - “My family leaders were democratic; they let me select my cloth and my
- 5       room color” (B).
- 6       - “My family leaders let me select my careers and always ask my opinion
- 7       before he make decisions, yes they were democratic” (B).
- 8       - “My mom always asks me my ideas before she decorate the house, and
- 9       ask me what I want for dinner, she is democratic” (B).
- 10      - “My dad suggests me sports but always let me select the want that I
- 11      prefer, he was democratic” (M).
- 12      - “My parents always ask me and my brother where we want to go in
- 13      weekends, and let me select the college where I studied, they were
- 14      Democrats” (M).
- 15      - “Parents never forget to ask me what I prefer in everything, food, cloth,
- 16      activities, places to visit, et., they were very democratic”. (M)
- 17      - “My parents give me choices to select college; they support my
- 18      selection” (Z)
- 19      - “My Parents ask my opinion in regards of moving to a new house, go to
- 20      a trip, select the place to eat always, etc.” (Z).
- 21      - “I am totally free to make questions or give my opinion at home of politic
- 22      topics or any other theme that can be controversial”. (Z)

23

24       Productive *Boomers, Millennials and Z generation* description verbatim of  
25 their *Physical Characteristics and Environment* at home:

- 26
- 27       - “My home was Cousy, smell good and have everything what I need”. (B)
- 28       - “My room was my favorite area, because I have everything what I need
- 29       there”. (B)
- 30       - “Mom’s house always smelled great, she uses Pinesol to clean the house
- 31       and that was wonderful”. (B)
- 32       - “My house is usually clean up and in order, my mom is freaky with that”.
- 33       (M)
- 34       - “My parents take care the house always, they usually clean up the patio
- 35       and inside the house until get ready”. (M)
- 36       - “My house always smells good, my mom used Pinesol to odorizes. I was
- 37       so happy returning from school to my family house everyday”. (M)
- 38       - “My rooms size and commodities were enough to be comfy; my bed is
- 39       the best” (Z)
- 40       - “The living room and the dining table are my favorites places at home,
- 41       because every day we have meeting there after school or college: and
- 42       after my dad arrived at home”. (Z)
- 43       - “The house is huge; everyone has their own room”. (Z)

44

45       Productive *Boomers, Millennials and Z generation* Verbatim in their family  
46 *Organizational Culture* at home:

- 1
- 2 - "My mom always celebrates our birthdays" (B)
- 3 - "Christmas, Mother's Day, Father's Day and many other celebrations
- 4 were our yearly agenda every year, we always have parties" (B)
- 5 - "We go to bed at the same hour every day" (B)
- 6 - "We go to church every weekend" (M)
- 7 - "Dad arrive at home after work every day, about 6:30 pm he is at home"
- 8 (M)
- 9 - "We eat at the table together every day, weekends could be changing due
- 10 weekend activities". (M)
- 11 - "We ate and meet at the kitchen table every day after school". (Z)
- 12 - "My parents celebrate our birthdays always and Christmas eves". (Z)
- 13 - "We go trips together and practice any exercises" (Z)
- 14

15 Productive *Boomers, Millennials and Z generation* Verbatim in their family  
16 *Organizational Communication processes:*

- 17
- 18 - "We talk everyday". (B)
- 19 - "We usually communicate ourselves using the phone and talking" (B)
- 20 - "We usually use a moderate tone to talk". (B)
- 21 - "We have conversation during dinner time at home; mom and dad usually
- 22 make questions about the day at school". (M)
- 23 - "We use a moderate voice tone when we talk". (M)
- 24 - "We watch TV together and share ideas during that period, having
- 25 discussion in regards of what we see together". (M)
- 26 - "We talk during our road to school every morning with mom or dad,
- 27 depend on who bring us to school." (Z)
- 28 - "We used text messages and talk during the family meetings after school;
- 29 we also talk a lot when my dad comes home after work, he always asks
- 30 us about how the day was". (Z)
- 31 - "We usually communicate talking between us through conversations and
- 32 using a moderate voice tone". (Z)
- 33

34 These qualitative findings show a very similar Family Organizational  
35 Behavior© at home of the eighteen families of this study. The semi-structural  
36 interview that these eighteen participants answered, with open question in the  
37 basics four organizational areas at home to manage: *Leadership, Organizational*  
38 *Culture, Environment and Communication* (Velez-Candelario, 2021), were  
39 answered in a very similar way. These study findings have the same result as the  
40 one that Velez-Candelario, et al (2009), published in 2016, and the one that Vele-  
41 Candelario completed and published in 2025. Even when this part of the study  
42 is a qualitative one, the findings show a behavioral pattern independently of the  
43 generation type.

44 At the *leadership style* the eighteen (18) participants mention the same  
45 answers, when describing how their family leader behaves at home, the eighteen  
46 participants mentioned, participative or democratic as the leadership style that

their family leader used to raise them. Moreover, these eighteen (18) participants of successful productive human capital from three different generations: Boomers, Millennials and Zeta mentioned the same when they select Democracy as their governmental philosophy at home. All of them become aligned in regards of their participation in most of the decision-making process at home, they said that their parents asked most of the time for their opinion. All of them said that communication was open, happening at any moment giving them the opportunity to express themselves when they want, with the support of their leaders at home.

In regards of the *Environment*, the eighteen participants mentioned that their environment and physical conditions at home was hygienic, in order and smell good. They also said that have everything that they need: food, cleanliness, good light, commodities to study and rest, and a general feeling of comfort even when they are not rich. Otherwise, the *Organizational Culture* at home is defined as clear and easy to identify because they do many things in common such as birthday parties, religious practice, codes to follow the group in case they need it (like going out to the park). They also said that they have common core values, vision and mission promoted by their leaders at home that make them feel one and create a trademark name for their family group quickly, just remembering their common experiences, culture and social similarities.

Otherwise, the *Communication* process in the eighteen (18) participants according with their answers was easy and open. Their leaders at home invite them to talk and communicate their feelings, what they think or what they need openly, without any specific rules that limit this activity. All the participants independently of their generational group enjoy a family communication system where each one was able to share ideas, projects, frustrations, experiences, feelings, daily outputs, between other things.

Finally, is pertinent mention that in this study the eighteen (18) participants of productive human capital (college degree graduated and producing their own income), from four different world regions, North America, South America, and the Caribbean with three generation types; *Boomers, Millennials and Zeta*, demonstrate a same organizational behavior pattern at home. These findings are aligned with the first study of Family Organizational Behavior© that Velez, et. al., accomplished and published in 2016.

### *Quantitative Results*

To compute the quantitative results the SPSS 31 Model program is used. The statistics results were analyzed by two resources, the researcher and the AI (Co-pilot, 2026). The first quantitative analysis is the Descriptive Statistics and Frequencies to see the sampler characteristics of eighteen *Productive Boomers, Millennials and Zeta Generations*.

1

**Descriptive Statistics**

|                                                                     | N  | Minimum | Maximum | Mean   | Std. Deviation |
|---------------------------------------------------------------------|----|---------|---------|--------|----------------|
| Sex gender                                                          | 18 | 1.00    | 2.00    | 1.4444 | .51131         |
| Generational group                                                  | 18 | 1.00    | 3.00    | 2.0000 | .84017         |
| Academic level                                                      | 18 | 1.00    | 4.00    | 2.6111 | .91644         |
| Source of Income                                                    | 18 | 1.00    | 3.00    | 1.3333 | .68599         |
| Annual Income                                                       | 18 | 1.00    | 6.00    | 2.8333 | 1.42457        |
| General Point Average at High School                                | 18 | 1.00    | 4.00    | 2.0000 | 1.02899        |
| General Point Average at College                                    | 18 | 2.00    | 13.00   | 7.6111 | 3.41517        |
| Living at home while study at High School                           | 18 | 1.00    | 1.00    | 1.0000 | .00000         |
| Living at home while study at college                               | 18 | 1.00    | 3.00    | 1.5556 | .92178         |
| Family hierarchy position at home identified as the family leader   | 18 | 1.00    | 3.00    | 2.2778 | .89479         |
| Drugs or Alcohol use                                                | 18 | 1.00    | 1.00    | 1.0000 | .00000         |
| Type of industry tha works with                                     | 18 | 1.00    | 2.00    | 1.7778 | .42779         |
| Marital Status                                                      | 18 | 1.00    | 4.00    | 1.4444 | .78382         |
| Geographical living area while were administrated and delop at home | 18 | 1.00    | 4.00    | 2.4444 | 1.33823        |
| Productivity Level                                                  | 18 | 1.00    | 1.00    | 1.0000 | .00000         |
| Type of family composition                                          | 18 | 1.00    | 3.00    | 1.6111 | .84984         |
| Family goverment leadership style                                   | 18 | 1.00    | 1.00    | 1.0000 | .00000         |
| Valid N (listwise)                                                  | 18 |         |         |        |                |

2

3

4

5

**Frequency Table:****Sex gender**

|       |        | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------|-----------|---------|---------------|--------------------|
| Valid | female | 10        | 55.6    | 55.6          | 55.6               |
|       | male   | 8         | 44.4    | 44.4          | 100.0              |
|       | Total  | 18        | 100.0   | 100.0         |                    |

6

7

8

**Generational group**

|       |                               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------------|-----------|---------|---------------|--------------------|
| Valid | ZGeneration (18-27)           | 6         | 33.3    | 33.3          | 33.3               |
|       | Millenials Generation (28-43) | 6         | 33.3    | 33.3          | 66.7               |
|       | Boomer Generation (60-79)     | 6         | 33.3    | 33.3          | 100.0              |
|       | Total                         | 18        | 100.0   | 100.0         |                    |

1

**Academic level**

|       |                    | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------------|-----------|---------|---------------|--------------------|
| Valid | College Associates | 1         | 5.6     | 5.6           | 5.6                |
|       | Bachelor           | 9         | 50.0    | 50.0          | 55.6               |
|       | Master             | 4         | 22.2    | 22.2          | 77.8               |
|       | Doctorate          | 4         | 22.2    | 22.2          | 100.0              |
|       | Total              | 18        | 100.0   | 100.0         |                    |

2

3

**Source of Income**

|       |                             | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------------------------|-----------|---------|---------------|--------------------|
| Valid | work position               | 14        | 77.8    | 77.8          | 77.8               |
|       | personal business           | 2         | 11.1    | 11.1          | 88.9               |
|       | other(retirement, SS, etc.) | 2         | 11.1    | 11.1          | 100.0              |
|       | Total                       | 18        | 100.0   | 100.0         |                    |

4

**Annual Income**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | \$10,000-\$25,000 | 4         | 22.2    | 22.2          | 22.2               |
|       | \$26,000-\$35,000 | 2         | 11.1    | 11.1          | 33.3               |
|       | \$40,000-\$60,000 | 9         | 50.0    | 50.0          | 83.3               |
|       | \$81,000-100.000  | 2         | 11.1    | 11.1          | 94.4               |
|       | over \$100.000    | 1         | 5.6     | 5.6           | 100.0              |
|       | Total             | 18        | 100.0   | 100.0         |                    |

5

6



**General Point Average at High School**

|       |                  | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------------|-----------|---------|---------------|--------------------|
| Valid | 4.0-3.90 (A)     | 7         | 38.9    | 38.9          | 38.9               |
|       | 3.89- 3.50 (A-B) | 6         | 33.3    | 33.3          | 72.2               |
|       | 3.49-3.00 (B)    | 3         | 16.7    | 16.7          | 88.9               |
|       | 2.99-2.70 (B-C)  | 2         | 11.1    | 11.1          | 100.0              |
|       | Total            | 18        | 100.0   | 100.0         |                    |

**General Point Average at College**

|       |                  | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------------|-----------|---------|---------------|--------------------|
| Valid | Ass-3.49-3.00    | 1         | 5.6     | 5.6           | 5.6                |
|       | Ass-2.49-2.00    | 1         | 5.6     | 5.6           | 11.1               |
|       | Bach-4.00-3.50   | 5         | 27.8    | 27.8          | 38.9               |
|       | Bach-3.49-3.00   | 3         | 16.7    | 16.7          | 55.6               |
|       | Master-4.00-3.50 | 2         | 11.1    | 11.1          | 66.7               |
|       | Master-3.49-3.00 | 2         | 11.1    | 11.1          | 77.8               |
|       | Doct-4.00-3.50   | 2         | 11.1    | 11.1          | 88.9               |
|       | Doct-3.49-3.00   | 2         | 11.1    | 11.1          | 100.0              |
|       | Total            | 18        | 100.0   | 100.0         |                    |

**Living at home while study at High School**

|       |                             | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------------------------|-----------|---------|---------------|--------------------|
| Valid | Parents house (mom and Dad) | 18        | 100.0   | 100.0         | 100.0              |

**Living at home while study at college**

|       |                             | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------------------------|-----------|---------|---------------|--------------------|
| Valid | Parents house (mom and dad) | 13        | 72.2    | 72.2          | 72.2               |
|       | College room's              | 5         | 27.8    | 27.8          | 100.0              |
|       | Total                       | 18        | 100.0   | 100.0         |                    |

**Family hierarchy position at home identified as the family leader**

|       |             | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------|-----------|---------|---------------|--------------------|
| Valid | Mom         | 5         | 27.8    | 27.8          | 27.8               |
|       | Dad         | 3         | 16.7    | 16.7          | 44.4               |
|       | Mom and Dad | 10        | 55.6    | 55.6          | 100.0              |
|       | Total       | 18        | 100.0   | 100.0         |                    |

**Drugs or Alcohol use**

|       |                           | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------------|-----------|---------|---------------|--------------------|
| Valid | No (drugs or alcohol use) | 18        | 100.0   | 100.0         | 100.0              |

**Type of industry tha works with**

|       |                                              | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------------------------------------|-----------|---------|---------------|--------------------|
| Valid | Public Services (government)                 | 4         | 22.2    | 22.2          | 22.2               |
|       | Private Services (Medium or large companies) | 14        | 77.8    | 77.8          | 100.0              |
|       | Total                                        | 18        | 100.0   | 100.0         |                    |

**Marital Status**

|       |          | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | single   | 12        | 66.7    | 66.7          | 66.7               |
|       | marriage | 5         | 27.8    | 27.8          | 94.4               |
|       | widow    | 1         | 5.6     | 5.6           | 100.0              |
|       | Total    | 18        | 100.0   | 100.0         |                    |

**Geographical living area while were administrated and delop at home**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | North America | 6         | 33.3    | 33.3          | 33.3               |
|       | South America | 5         | 27.8    | 27.8          | 61.1               |
|       | Caribbean     | 7         | 38.9    | 38.9          | 100.0              |
|       | Total         | 18        | 100.0   | 100.0         |                    |

**Productivity Level**

|       |                                               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------------------------------------------|-----------|---------|---------------|--------------------|
| Valid | Productive (College degree and Active Income) | 18        | 100.0   | 100.0         | 100.0              |

**Type of family composition**

|       |                                          | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------------------------------------|-----------|---------|---------------|--------------------|
| Valid | Patriarcal(mom and dad)                  | 11        | 61.1    | 61.1          | 61.1               |
|       | Monoparental (just one leader at home)   | 3         | 16.7    | 16.7          | 77.8               |
|       | Compound (Second or many times marriage) | 4         | 22.2    | 22.2          | 100.0              |
|       | Total                                    | 18        | 100.0   | 100.0         |                    |

**Family goverment leadership style**

|       |           | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|-----------|---------|---------------|--------------------|
| Valid | Democracy | 18        | 100.0   | 100.0         | 100.0              |

After these descriptive and frequency statistical results a Pearson, Kendalls, and Spearman correlation between Family Organizational Behavior© performances, measured through the FOAF Scale© (Velez-Candelario, 2019) and generation type: *Boomers, Millennial and Zeta* are summited to find the answer of the first hypothesis.

Hypothesis #1: Significant Correlations exist Between Family Organizational Behavior© performances, measured through the FOAF Scale© and Generation Type.

**Descriptive Statistics**

|                                                                             | Mean   | Std. Deviation | N  |
|-----------------------------------------------------------------------------|--------|----------------|----|
| Family Organizational and Administrative Functionality General Scale Result | 2.2222 | 1.51679        | 18 |
| Generational group                                                          | 2.0000 | .84017         | 18 |

**Pearson Correlations:**

| <b>Correlations</b>                                                         |                                   |                                                                             |                    |
|-----------------------------------------------------------------------------|-----------------------------------|-----------------------------------------------------------------------------|--------------------|
|                                                                             |                                   | Family Organizational and Administrative Functionality General Scale Result | Generational group |
| Family Organizational and Administrative Functionality General Scale Result | Pearson Correlation               | 1                                                                           | -.508*             |
|                                                                             | Sig. (2-tailed)                   |                                                                             | .031               |
|                                                                             | Sum of Squares and Cross-products | 39.111                                                                      | -11.000            |
|                                                                             | Covariance                        | 2.301                                                                       | -.647              |
|                                                                             | N                                 | 18                                                                          | 18                 |
| Generational group                                                          | Pearson Correlation               | -.508*                                                                      | 1                  |
|                                                                             | Sig. (2-tailed)                   | .031                                                                        |                    |
|                                                                             | Sum of Squares and Cross-products | -11.000                                                                     | 12.000             |
|                                                                             | Covariance                        | -.647                                                                       | .706               |
|                                                                             | N                                 | 18                                                                          | 18                 |

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

A Pearson product-moment correlation was conducted to examine the relationship between the Family Organizational Behavior© performance, measured through the FOAF Scale© and Generational Group among the participants ( $N = 18$ ). The analysis revealed a moderate negative correlation between the two variables,  $r(16) = -.508$ ,  $p = .031$ . Because the probability value was below the established alpha level of .05, the relationship was statistically significant. The negative direction of the correlation indicates that as generational group classification increased, scores on the Family Organizational and Administrative Functionality Scale general result (FOAF Scale©, 2019) tended to decrease. This finding suggests that differences exist among generations regarding perceptions or levels of Family Organizational Behavior© performances, measured through the FOAF Scale©. Based on conventional interpretations of effect size, the correlation coefficient of .508 represents a moderate relationship. Therefore, *the null hypothesis is rejected*, indicating sufficient evidence to conclude that generational group is significantly associated with Family Organizational Behavior© performance in this sample.

1 **Nonparametric Correlations:****Correlations**

|                 |                                                                                   |                         | Family<br>Organizational<br>and<br>Administrative<br>Functionality<br>General Scale<br>Result | Generational<br>group |
|-----------------|-----------------------------------------------------------------------------------|-------------------------|-----------------------------------------------------------------------------------------------|-----------------------|
| Kendall's tau_b | Family Organizational and<br>Administrative Functionality<br>General Scale Result | Correlation Coefficient | 1.000                                                                                         | -.450 <sup>*</sup>    |
|                 |                                                                                   | Sig. (2-tailed)         | .                                                                                             | .033                  |
|                 |                                                                                   | N                       | 18                                                                                            | 18                    |
|                 | Generational group                                                                | Correlation Coefficient | -.450 <sup>*</sup>                                                                            | 1.000                 |
|                 |                                                                                   | Sig. (2-tailed)         | .033                                                                                          | .                     |
|                 |                                                                                   | N                       | 18                                                                                            | 18                    |
| Spearman's rho  | Family Organizational and<br>Administrative Functionality<br>General Scale Result | Correlation Coefficient | 1.000                                                                                         | -.493 <sup>*</sup>    |
|                 |                                                                                   | Sig. (2-tailed)         | .                                                                                             | .038                  |
|                 |                                                                                   | N                       | 18                                                                                            | 18                    |
|                 | Generational group                                                                | Correlation Coefficient | -.493 <sup>*</sup>                                                                            | 1.000                 |
|                 |                                                                                   | Sig. (2-tailed)         | .038                                                                                          | .                     |
|                 |                                                                                   | N                       | 18                                                                                            | 18                    |

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

A nonparametric correlation analysis is conducted to further examine the relationship between the Family Organizational Behavior© performance, measured through the FOAF Scale© and Generational Group among participants ( $N = 18$ ). Both Kendall's tau-b and Spearman's rho were used to assess the consistency of the relationship across ranked data. The Kendall's tau-b analysis revealed a statistically significant moderate negative association between family organizational functionality and generational group,  $\tau_b = -.450$ ,  $p = .033$ . Similarly, the Spearman's rho analysis indicated a statistically significant moderate negative correlation,  $r_s = -.493$ ,  $p = .038$ . Because both significance values were below the alpha level of .05, the findings support the existence of a meaningful inverse relationship between the variables.

These results indicate that as generational group increased, scores on the Family Organizational Behavior© performs, measured through the FOAF Scale© tended to decrease. The consistency across Pearson, Kendall's tau-b, and Spearman's rho analyses strengthens the reliability of the finding and suggests that the observed relationship is stable even when analyzed using nonparametric statistical methods. The use of non-parametric analyses is particularly appropriate given the small sample size and the potential ordinal nature of generational group classifications. These methods are less sensitive to violations of normality assumptions and provide additional support for the validity of the findings. Therefore, the null hypothesis is rejected too, indicating sufficient evidence to conclude that generational group is significantly associated with Family Organizational Behavior© performance, measured through the FOAF Scale© within this sample.

**Hypothesis #2:** The Family Organizational Behavior© performance, measured through the FOAF Scale© of the successful human capital of three generations: *Boomers, Millennials and Generation*, have the same pattern, with no significant differences between them.

### One way

#### Descriptives

Family Organizational and Administrative Functionality General Scale Result

|                                | N  | Mean   | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum | Maximum |
|--------------------------------|----|--------|----------------|------------|----------------------------------|-------------|---------|---------|
|                                |    |        |                |            | Lower Bound                      | Upper Bound |         |         |
| ZGeneration (18-27)            | 6  | 3.1667 | 1.94079        | .79232     | 1.1299                           | 5.2034      | 1.00    | 6.00    |
| Millennials Generation (28-43) | 6  | 2.1667 | 1.16905        | .47726     | .9398                            | 3.3935      | 1.00    | 4.00    |
| Boomer Generation (60-79)      | 6  | 1.3333 | .81650         | .33333     | .4765                            | 2.1902      | 1.00    | 3.00    |
| Total                          | 18 | 2.2222 | 1.51679        | .35751     | 1.4679                           | 2.9765      | 1.00    | 6.00    |

Descriptive statistics were calculated to examine differences in the Family Organizational Behavior© performance, measured through the FOAF Scale© across generational groups. The sample consisted of 18 participants equally distributed among three generations: Z Generation (18–27), Millennials Generation (28–43), and Boomer Generation (60–79), with six participants in each group. The results indicated that the Z Generation reported the highest mean score on the Family Organizational Behavior© performs, measured through the FOAF Scale ( $M = 3.17$ ,  $SD = 1.94$ ), followed by the Millennials Generation ( $M = 2.17$ ,  $SD = 1.17$ ). The Boomer Generation demonstrated the lowest mean score ( $M = 1.33$ ,  $SD = 0.82$ ). The overall sample mean was 2.22 ( $SD = 1.52$ ).

The descriptive findings suggest a downward trend in Family Organizational Behavior© performs, measured through the FOAF Scale©, across older generations. Participants in the younger generation tended to report higher levels of Family Organizational Behavior© compared to participants in older generations. Additionally, the Z Generation displayed the greatest variability in scores, as reflected by the largest standard deviation ( $SD = 1.94$ ), indicating more diverse perceptions or experiences within this age group. In contrast, the Boomer Generation demonstrated the least variability ( $SD = 0.82$ ), suggesting more consistency in responses among older participants.

The 95% confidence intervals further support these group differences. The Z Generation confidence interval ranged from 1.13 to 5.20, the Millennials Generation ranged from 0.94 to 3.39, and the Boomer Generation ranged from 0.48 to 2.19. Although some overlap exists among the intervals, the pattern of means aligns with the previously identified negative correlations between generational group and Family Organizational Behavior©. These descriptive

results provide preliminary evidence that perceptions of Family Organizational Behavior© performance measured through the FOAF Scale© (Velez-Candelario, 2026), may differ across generations, with younger participants reporting comparatively higher functionality scores than older participants.

### Tests of Homogeneity of Variances

|                                                                             |                                      | Levene Statistic | df1 | df2    | Sig. <sup>a</sup> |
|-----------------------------------------------------------------------------|--------------------------------------|------------------|-----|--------|-------------------|
| Family Organizational and Administrative Functionality General Scale Result | Based on Mean                        | 2.318            | 2   | 15     | .133              |
|                                                                             | Based on Median                      | 2.534            | 2   | 15     | .113              |
|                                                                             | Based on Median and with adjusted df | 2.534            | 2   | 13.423 | .116              |
|                                                                             | Based on trimmed mean                | 2.415            | 2   | 15     | .123              |

a. Confidence Interval: 0%

Levene's Test of Homogeneity of Variances was conducted to determine whether the assumption of equal variances was met for the Family Organizational Behavior© performance, measured through the FOAF Scale©, across the three generational groups. The results indicated that the assumption of homogeneity of variance was satisfied. Using the mean-based Levene statistics, the test was not statistically significant,  $F(2, 15) = 2.318, p = .133$ . Additional robust versions of the test based on the median, adjusted median, and trimmed mean also produced non-significant results ( $p$  values ranging from .113 to .123).

Because all significance values exceeded the established alpha level of .05, there was insufficient evidence to conclude that the group variances differed significantly. Therefore, the variability of Family Organizational Behavior© performance, measured through the FOAF Scale©, is considered approximately equal across the Z Generation, Millennials Generation, and Boomer Generation groups. These findings support the appropriateness of proceeding with parametric analyses, such as a one-way Analysis of Variance (ANOVA), to compare mean differences among the generational groups. The homogeneity of variance assumption being met increases confidence in the validity and interpretability of subsequent group comparison analyses.

### ANOVA

Family Organizational and Administrative Functionality General Scale Result

|                | Sum of Squares | df | Mean Square | F     | Sig. <sup>a</sup> |
|----------------|----------------|----|-------------|-------|-------------------|
| Between Groups | 10.111         | 2  | 5.056       | 2.615 | .106              |
| Within Groups  | 29.000         | 15 | 1.933       |       |                   |
| Total          | 39.111         | 17 |             |       |                   |

a. Confidence Interval: 95%

A one-way ANOVA was conducted to examine whether scores on the Family Organizational Behavior© performance, measured through the FOAF Scale©, differed across the three comparison groups. The analysis indicated that the differences among groups were not statistically significant,  $F(2, 15) = 2.62$ ,  $p = .106$ . Although the between-group mean square ( $MS = 5.056$ ) was more than double the within-group mean square ( $MS = 1.933$ ), this trend did not reach the conventional threshold for statistical significance. These results suggest that group membership accounted for some variability in functionality scores, but the magnitude of this effect was insufficient to conclude a reliable group difference at the 95% confidence level.

**ANOVA Effect Sizes<sup>a,b</sup>**

|                                                                             |                             |                | 95% Confidence Interval |       |
|-----------------------------------------------------------------------------|-----------------------------|----------------|-------------------------|-------|
|                                                                             |                             | Point Estimate | Lower                   | Upper |
| Family Organizational and Administrative Functionality General Scale Result | Eta-squared                 | .259           | .000                    | .498  |
|                                                                             | Epsilon-squared             | .160           | -.133                   | .431  |
|                                                                             | Omega-squared Fixed-effect  | .152           | -.125                   | .417  |
|                                                                             | Omega-squared Random-effect | .082           | -.059                   | .263  |

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

In essence, the results show that the fixed-effect estimates (Eta and Epsilon) suggest moderate effects, while random-effect estimates (Omega) are smaller, reflecting more conservative assumptions about variability across samples.



## Post Hoc Tests

**Multiple Comparisons**

Dependent Variable: Family Organizational and Administrative Functionality General Scale Result

|              | (I) Generational group         | (J) Generational group         | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval |        |
|--------------|--------------------------------|--------------------------------|-----------------------|------------|------|-------------------------|--------|
| Tukey HSD    | ZGeneration (18-27)            | Millennials Generation (28-43) | 1.00000               | .80277     | .446 | -1.0852                 | 3.0852 |
|              |                                | Boomer Generation (60-79)      | 1.83333               | .80277     | .089 | -.2518                  | 3.9185 |
|              | Millennials Generation (28-43) | ZGeneration (18-27)            | -1.00000              | .80277     | .446 | -3.0852                 | 1.0852 |
|              |                                | Boomer Generation (60-79)      | .83333                | .80277     | .565 | -1.2518                 | 2.9185 |
|              | Boomer Generation (60-79)      | ZGeneration (18-27)            | -1.83333              | .80277     | .089 | -3.9185                 | .2518  |
|              |                                | Millennials Generation (28-43) | -.83333               | .80277     | .565 | -2.9185                 | 1.2518 |
| LSD          | ZGeneration (18-27)            | Millennials Generation (28-43) | 1.00000               | .80277     | .232 | -.7111                  | 2.7111 |
|              |                                | Boomer Generation (60-79)      | 1.83333 <sup>a</sup>  | .80277     | .037 | -.1223                  | 3.5444 |
|              | Millennials Generation (28-43) | ZGeneration (18-27)            | -1.00000              | .80277     | .232 | -2.7111                 | .7111  |
|              |                                | Boomer Generation (60-79)      | .83333                | .80277     | .316 | -.8777                  | 2.5444 |
|              | Boomer Generation (60-79)      | ZGeneration (18-27)            | -1.83333 <sup>a</sup> | .80277     | .037 | -3.5444                 | -.1223 |
|              |                                | Millennials Generation (28-43) | -.83333               | .80277     | .316 | -2.5444                 | .8777  |
| Games-Howell | ZGeneration (18-27)            | Millennials Generation (28-43) | 1.00000               | .92496     | .550 | -1.6292                 | 3.6292 |
|              |                                | Boomer Generation (60-79)      | 1.83333               | .85959     | .155 | -.7244                  | 4.3911 |
|              | Millennials Generation (28-43) | ZGeneration (18-27)            | -1.00000              | .92496     | .550 | -3.6292                 | 1.6292 |
|              |                                | Boomer Generation (60-79)      | .83333                | .58214     | .367 | -.7940                  | 2.4607 |
|              | Boomer Generation (60-79)      | ZGeneration (18-27)            | -1.83333              | .85959     | .155 | -4.3911                 | .7244  |
|              |                                | Millennials Generation (28-43) | -.83333               | .58214     | .367 | -2.4607                 | .7940  |

<sup>a</sup>. The mean difference is significant at the 0.05 level.

Post hoc comparisons using Tukey HSD, LSD, and Games–Howell procedures were conducted to examine pairwise differences among the three generational groups in their Family Organizational Behavior© performance, measured through the FOAF Scale©. Across both Tukey and Games–Howell tests, none of the mean differences were statistically significant, and all confidence intervals included zero, indicating that the observed differences were not reliable.

## Homogeneous Subsets:

### Family Organizational and Administrative Functionality General Scale Result

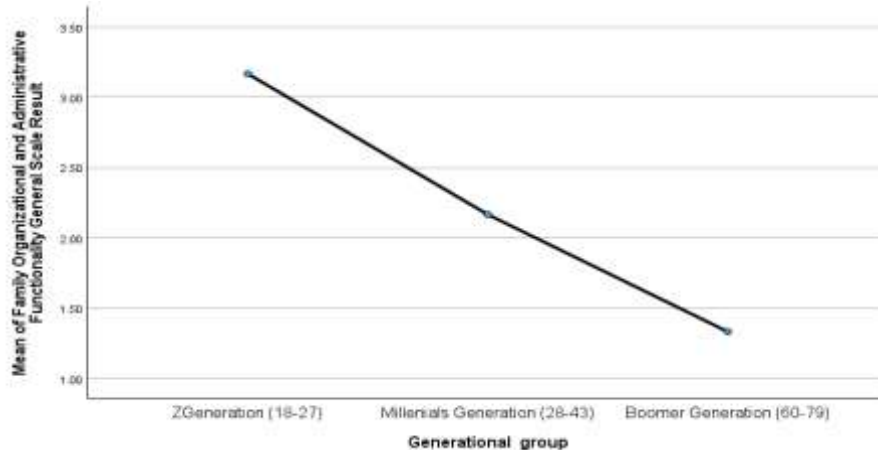
|                        |                               |   | Subset for<br>alpha = 0.05 |
|------------------------|-------------------------------|---|----------------------------|
|                        | Generational group            | N | 1                          |
| Tukey HSD <sup>a</sup> | Boomer Generation (60-79)     | 6 | 1.3333                     |
|                        | Millenials Generation (28-43) | 6 | 2.1667                     |
|                        | ZGeneration (18-27)           | 6 | 3.1667                     |
|                        | Sig.                          |   | .089                       |

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 6.000.

The homogeneous subsets table shows that all three generational groups fall into the same subset, meaning none of the groups differ significantly from one another at  $\alpha = .05$ . The ordering of means (Boomers lowest, Millennials in the middle, Z Generation highest) reflects a numerical trend, but this trend is not statistically reliable.

#### Means Plots:



The Tukey HSD homogeneous subsets table shows that all three generational groups fall into the same subset, meaning none of the differences among their means are statistically significant at  $\alpha = .05$ . Even though the means differ numerically Tukey concludes that these differences are not strong enough to be considered statistically distinct.

Your line graph visually reinforces this pattern:

- Z Generation (18–27) has the highest mean ( $\approx 3.17$ )
- Millennials (28–43) fall in the middle ( $\approx 2.17$ )
- Boomers (60–79) have the lowest mean ( $\approx 1.33$ )

The downward slope across generations suggests a numerical trend, but because all groups appear in the same Tukey subset and the subset significance level is  $p = .089$ , the trend is not statistically reliable.

Hypothesis #3: Families that release productive human capital to their socio-economic system in different geographical zones perform the same pattern in their Family Organizational Behavior© performance, measured through the FOAF Scale©, even when they do not know each other and come from different countries and cultural characteristics.

## Oneway

### Descriptives

Family Organizational and Administrative Functionality General Scale Result

|               | N  | Mean   | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum | Maximum |
|---------------|----|--------|----------------|------------|----------------------------------|-------------|---------|---------|
|               |    |        |                |            | Lower Bound                      | Upper Bound |         |         |
| North America | 6  | 2.8333 | 1.94079        | .79232     | .7966                            | 4.8701      | 1.00    | 6.00    |
| South America | 5  | 2.0000 | 1.41421        | .63246     | .2440                            | 3.7560      | 1.00    | 4.00    |
| Caribbean     | 7  | 1.8571 | 1.21499        | .45922     | .7335                            | 2.9808      | 1.00    | 4.00    |
| Total         | 18 | 2.2222 | 1.51679        | .35751     | 1.4679                           | 2.9765      | 1.00    | 6.00    |

Descriptive statistics were calculated for Family Organizational Behavior© performance, measured through the FOAF Scale© across the three regional groups. North America had the highest mean score ( $M = 2.83$ ,  $SD = 1.94$ ), followed by South America ( $M = 2.00$ ,  $SD = 1.41$ ) and the Caribbean ( $M = 1.86$ ,  $SD = 1.21$ ). However, the 95% confidence intervals for all three regions showed substantial overlap, North America (0.80 to 4.87), South America (0.24 to 3.76), and the Caribbean (0.73 to 2.98), indicating that these numerical differences are not statistically reliable. The wide variability within each region suggests considerable heterogeneity in Family Organizational Behavior©, measured through the FOAF Scale©. It is consistent with the nonsignificant group differences observed in the ANOVA.

### Tests of Homogeneity of Variances

|                                                                             |                                      | Levene Statistic | df1 | df2    | Sig. <sup>a</sup> |
|-----------------------------------------------------------------------------|--------------------------------------|------------------|-----|--------|-------------------|
| Family Organizational and Administrative Functionality General Scale Result | Based on Mean                        | .794             | 2   | 15     | .470              |
|                                                                             | Based on Median                      | .466             | 2   | 15     | .636              |
|                                                                             | Based on Median and with adjusted df | .466             | 2   | 14.403 | .637              |
|                                                                             | Based on trimmed mean                | .793             | 2   | 15     | .471              |

a. Confidence Interval: 0%

Levene's Test of Homogeneity of Variances **shows a** clear and stable confirmation that the assumption of equal variances is met for the Family Organizational Behavior© performance, measured through the FOAF Scale©. Levene's test indicated that the assumption of homogeneity of variances was satisfied for the Family Organizational Behavior© performance, measured through the FOAF Scale©. All four versions of the test were nonsignificant—based on the mean,  $F(2, 15) = 0.79$ ,  $p = .470$ ; median,  $F(2, 15) = 0.47$ ,  $p = .636$ ; adjusted median,  $F(2, 14.40) = 0.47$ ,  $p = .637$ ; and trimmed mean,  $F(2, 15) = 0.79$ ,  $p = .471$ —indicating that the variances across groups did not differ significantly. Thus, the homogeneity assumption for ANOVA was met.

**ANOVA**

|                                                                             |                | Sum of Squares | df | Mean Square | F     | Sig. <sup>a</sup> |
|-----------------------------------------------------------------------------|----------------|----------------|----|-------------|-------|-------------------|
| Family Organizational and Administrative Functionality General Scale Result | Between Groups | 10.111         | 2  | 5.056       | 2.615 | .106              |
|                                                                             | Within Groups  | 29.000         | 15 | 1.933       |       |                   |
|                                                                             | Total          | 39.111         | 17 |             |       |                   |
| Geographical living area while were administrated and delop at home         | Between Groups | 4.111          | 2  | 2.056       | 1.171 | .337              |
|                                                                             | Within Groups  | 26.333         | 15 | 1.756       |       |                   |
|                                                                             | Total          | 30.444         | 17 |             |       |                   |

a. Confidence Interval: 95%

A one-way analysis of variance (ANOVA) was conducted to compare group differences in Family Organizational Behavior© performance, measured through the FOAF Scale© scores. Results indicated no statistically significant differences among groups,  $F(2, 15) = 2.615$ ,  $p = .106$ . Additionally, no significant differences were found for geographical living area while participants were administrated and developed at home,  $F(2, 15) = 1.171$ ,  $p = .337$ .

**ANOVA Effect Sizes<sup>a,b</sup>**

|                                                                             |                             | Point Estimate | 95% Confidence Interval |       |
|-----------------------------------------------------------------------------|-----------------------------|----------------|-------------------------|-------|
|                                                                             |                             |                | Lower                   | Upper |
| Family Organizational and Administrative Functionality General Scale Result | Eta-squared                 | .259           | .000                    | .498  |
|                                                                             | Epsilon-squared             | .160           | -.133                   | .431  |
|                                                                             | Omega-squared Fixed-effect  | .152           | -.125                   | .417  |
|                                                                             | Omega-squared Random-effect | .082           | -.059                   | .263  |
| Geographical living area while were administrated and delop at home         | Eta-squared                 | .135           | .000                    | .380  |
|                                                                             | Epsilon-squared             | .020           | -.133                   | .297  |
|                                                                             | Omega-squared Fixed-effect  | .019           | -.125                   | .286  |
|                                                                             | Omega-squared Random-effect | .009           | -.059                   | .167  |

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

The effect size analysis provides additional information about the magnitude of the differences among the groups, even though the ANOVA results were not statistically significant.

## Post Hoc Tests

### Multiple Comparisons

Dependent Variable: Family Organizational and Administrative Functionality General Scale Result

|              | (I) Geographical living area while were administrated and delop at home | (J) Geographical living area while were administrated and delop at home | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval |             |
|--------------|-------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------|------------|------|-------------------------|-------------|
|              |                                                                         |                                                                         |                       |            |      | Lower Bound             | Upper Bound |
| Tukey HSD    | North America                                                           | South America                                                           | .83333                | .93404     | .653 | -1.5928                 | 3.2595      |
|              |                                                                         | Caribbean                                                               | .97619                | .85818     | .507 | -1.2529                 | 3.2053      |
|              | South America                                                           | North America                                                           | -.83333               | .93404     | .653 | -3.2595                 | 1.5928      |
|              |                                                                         | Caribbean                                                               | .14286                | .90321     | .986 | -2.2032                 | 2.4889      |
|              | Caribbean                                                               | North America                                                           | -.97619               | .85818     | .507 | -3.2053                 | 1.2529      |
|              |                                                                         | South America                                                           | -.14286               | .90321     | .986 | -2.4889                 | 2.2032      |
| LSD          | North America                                                           | South America                                                           | .83333                | .93404     | .386 | -1.1575                 | 2.8242      |
|              |                                                                         | Caribbean                                                               | .97619                | .85818     | .273 | -.8530                  | 2.8054      |
|              | South America                                                           | North America                                                           | -.83333               | .93404     | .386 | -2.8242                 | 1.1575      |
|              |                                                                         | Caribbean                                                               | .14286                | .90321     | .876 | -1.7823                 | 2.0680      |
|              | Caribbean                                                               | North America                                                           | -.97619               | .85818     | .273 | -2.8054                 | .8530       |
|              |                                                                         | South America                                                           | -.14286               | .90321     | .876 | -2.0680                 | 1.7823      |
| Games-Howell | North America                                                           | South America                                                           | .83333                | 1.01379    | .700 | -2.0036                 | 3.6703      |
|              |                                                                         | Caribbean                                                               | .97619                | .91578     | .559 | -1.6301                 | 3.5825      |
|              | South America                                                           | North America                                                           | -.83333               | 1.01379    | .700 | -3.6703                 | 2.0036      |
|              |                                                                         | Caribbean                                                               | .14286                | .78159     | .982 | -2.0982                 | 2.3839      |
|              | Caribbean                                                               | North America                                                           | -.97619               | .91578     | .559 | -3.5825                 | 1.6301      |
|              |                                                                         | South America                                                           | -.14286               | .78159     | .982 | -2.3839                 | 2.0982      |

Post-hoc comparisons using Tukey HSD, LSD, and Games–Howell procedures were conducted to examine pairwise differences in Family Organizational Behavior© performance, measured through the FOAF Scale© across the three geographical living areas. Across all three methods, none of the comparisons reached statistical significance, and all 95% confidence intervals included zero. For example, Tukey HSD indicated no significant differences between North America and South America ( $p = .653$ ), North America and the Caribbean ( $p = .507$ ), or South America and the Caribbean ( $p = .986$ ). Similar nonsignificant results were observed using LSD and Games–Howell procedures. These findings indicate that functionality performance scores did not differ reliably across geographical living areas, consistent with the non-significant ANOVA results.

## Homogeneous Subsets

### Family Organizational and Administrative Functionality General Scale Result

|                                     | Geographical living area while were administrated and delop at home | N | Subset for alpha = 0.05 |
|-------------------------------------|---------------------------------------------------------------------|---|-------------------------|
| Tukey HSD <sup>a, b</sup>           | Caribbean                                                           | 7 | 1.8571                  |
|                                     | South America                                                       | 5 | 2.0000                  |
|                                     | North America                                                       | 6 | 2.8333                  |
|                                     | Sig.                                                                |   | .537                    |
| Waller-Duncan <sup>a, b, c, d</sup> | Caribbean                                                           | 7 |                         |
|                                     | South America                                                       | 5 |                         |
|                                     | North America                                                       | 6 |                         |

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 5.888.

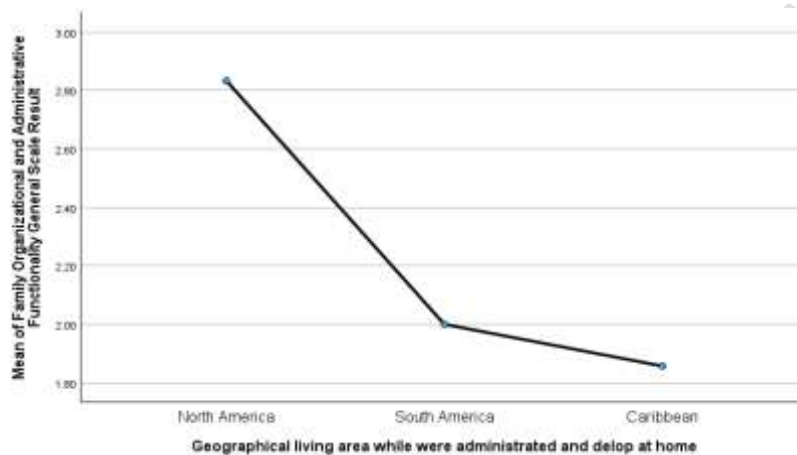
b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

c. Type 1/Type 2 Error Seriousness Ratio = 100.

d. There are no homogeneous subsets for alpha = 0.05.

A Tukey HSD homogeneous subsets analysis indicated that the Caribbean ( $M = 1.86$ ), South America ( $M = 2.00$ ), and North America ( $M = 2.83$ ) all belonged to the same subset at  $\alpha = .05$ , with a nonsignificant subset test ( $p = .537$ ). This indicates that none of the regional groups differed significantly from one another in Family Organizational Behavior© performance, measured through the FOAF Scale© of this productive human capital sample from three different generations: Boomers, Millennials and Zeta.

### Means Plots



A Tukey HSD homogeneous subsets analysis indicated that the Caribbean ( $M = 1.86$ ), South America ( $M = 2.00$ ), and North America ( $M = 2.83$ ) all belonged to the same subset at  $\alpha = .05$ , with a nonsignificant subset test ( $p = .537$ ). This indicates that none of the geographical groups differed significantly in Family Organizational Behavior© performance, measured through the FOAF Scale©. The Waller–Duncan procedure similarly failed to identify any homogeneous subsets, even when adjusting for unequal group sizes. Although the line graph showed a numerical trend in which North America had higher mean scores than South America and the Caribbean, this pattern was not statistically reliable. Together, these results demonstrate that geographical living area did not meaningfully influence in the Family Organizational Behavior© performance, measured through the FOAF Scale©.

### Conclusion

This study confirms the previous research findings that Velez-Candelario, S., accomplished with this same topic from 2009 until today. This research supports the Family Organizational Behavior Theory© core elements that explain the effective organizational behavior at home performance that



motivates the human capital to be productive and work oriented. This study shows that the same pattern exists in organizational behavior and administrative performance at home within families from where productive human capital emerges. According to these findings the functional family that delivers productive and work oriented human capital performs a high functionality of organizational behavior and management at home, as the FOAF Scale© define high performance. Furthermore, this finding shows that at home organizational behavior performance does not depend on the human capital generational period; but from their family organizational behavior performance and leadership management abilities itself.

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