

First to Be Judged, Last to Resist: Rejection Sensitivity and Assertiveness Challenges of Firstborn Daughters in Indonesia's High-Stakes Workplaces

Chrysan Gomargana*

Universitas Pelita Harapan, Jl. M.H. Thamrin Boulevard 1100, Tangerang, Banten, Indonesia

*Penulis korespondensi, Surel: chrysan.gomargana@uph.edu

Abstract

This study investigates how rejection sensitivity (RS) predicts assertiveness difficulties among firstborn daughters in Indonesia's high-pressure workplaces, and how workplace context moderates this relationship. A total of 268 participants ($M = 27.6$, $SD = 4.1$) completed measures of RS (Adult Rejection Sensitivity Questionnaire; $\alpha = .87$), assertiveness difficulty (Functional Assertiveness Scale; $\alpha = .81$), and workplace pressure ($\alpha = .84 - .86$). Moderated regression analysis indicated that RS significantly predicted assertiveness difficulty ($B = 0.49$, $SE = 0.07$, $t(264) = 6.98$, $p < .001$). The RS \times workplace pressure interaction was also significant ($B = 0.22$, $SE = 0.08$, $t(264) = 2.75$, $p = .006$). Simple slopes analyses revealed that the RS–assertiveness link was stronger under high workplace pressure. Findings suggest that compliance behaviors may emerge as adaptive self-silencing shaped by RS, cultural expectations, and organizational climate, underscoring the importance of fostering psychological safety and structured voice opportunities in organizations.

Keywords: assertiveness; firstborn daughters; rejection sensitivity; workplace pressure

Abstrak

Penelitian ini mengkaji bagaimana sensitivitas penolakan (RS) memprediksi kesulitan asertivitas di kalangan anak perempuan sulung di tempat kerja yang bertekanan tinggi di Indonesia, serta bagaimana konteks tempat kerja memoderasi hubungan ini. Sebanyak 268 peserta ($M = 27.6$, $SD = 4.1$) mengisi instrumen pengukuran RS (*Adult Rejection Sensitivity Questionnaire*; $\alpha = .87$), kesulitan asertivitas (*Functional Assertiveness Scale*; $\alpha = .81$), dan tekanan tempat kerja ($\alpha = .84/.86$). Analisis regresi dimoderasi menunjukkan bahwa RS secara signifikan memprediksi kesulitan asertivitas ($B = 0.49$, $SE = 0.07$, $t(264) = 6.98$, $p < 0.001$). Interaksi antara RS dan tekanan tempat kerja juga signifikan ($B = 0.22$, $SE = 0.08$, $t(264) = 2.75$, $p = 0.006$). Analisis lereng sederhana menunjukkan bahwa hubungan antara RS dan asertivitas lebih kuat di bawah tekanan tempat kerja yang tinggi. Temuan ini menyarankan bahwa perilaku kepatuhan mungkin muncul sebagai penekanan diri yang adaptif yang dibentuk oleh RS, ekspektasi budaya, dan iklim organisasi, menyoroti pentingnya memupuk keamanan psikologis dan peluang suara yang terstruktur dalam organisasi.

Kata kunci: asertivitas; anak perempuan sulung; sensitivitas penolakan; tekanan di tempat kerja

1. Introduction

Recent trends on social media platforms such as TikTok have amplified the voices of high-achieving women—particularly firstborn daughters—who reflect on the lifelong expectation to embody independence, resilience, and emotional restraint. In Indonesia, this phenomenon resonates deeply within collectivistic family structures, where eldest daughters are often cast as *anak sulung yang harus jadi panutan* (the first child who must always set an example), a role laden with implicit responsibility and emotional labor (Guilmoto, 2015; Samarakoon & Parinduri, 2015; Bangu, Anakaka, & Kiling, 2021). One widely circulated cultural touchpoint is a lyric from Taylor Swift's 2022 song, which has become emblematic of the internalized narrative of self-reliance and emotional solitude (Dian, 2024). This reference

is frequently used in Indonesian social media discourse to express the burden of being seen as the “strong one” within family and peer systems, often at the cost of emotional vulnerability (Guilmoto, 2015; Dian, 2024).

Early psychological scripts—shaped by the interplay of gendered expectations and birth order dynamics—often persist into adulthood, influencing how individuals relate, lead, and navigate professional environments (Levine & Heller, 2010; Palloni, 2017). In Indonesia’s increasingly competitive and performance-oriented workplace cultures, where assertiveness is nominally valued yet socially constrained by hierarchical norms, the long-term imprint of these familial roles becomes particularly salient (Riany, Meredith, & Cuskelly, 2017; Tjahjana et al., 2024; Bainus et al., 2025). This often manifests as internalized compliance: a behavioral adaptation rooted not only in personal temperament, but also in a deep-seated fear of disappointing others and disrupting relational harmony (Tjahjana et al., 2024). Such tendencies are particularly relevant given that assertiveness—the capacity to advocate for oneself—is a critical competency linked to psychological well-being, career advancement, and leadership emergence (De Hoogh, Den Hartog & Belschak, 2021; Morrison, 2023). Mitamura (2017) introduced the concept of functional assertiveness, defining it as interpersonal communication that addresses problems while being perceived as appropriate by the listener (Mitamura, 2018; Hargie O, 2021). While assertiveness enables individuals to engage in constructive voice behaviors, negotiate needs, and convey messages effectively even in sensitive contexts, many employees—particularly women—perceive its expression as psychologically and relationally risky (Kim & Meister, 2023). The suppression of one’s voice often reflects not a lack of skill, but deeper psychological mechanisms, including fear of rejection, the internalization of early gendered expectations, and adaptation to workplace cultures that penalize dissent (Sherf et al., 2021).

Among the psychological constructs that help explain the inhibition of assertive behavior, rejection sensitivity (RS) is particularly salient. Rejection sensitivity refers to the tendency to anxiously expect, readily perceive, and intensely react to potential social rejection (Downey & Feldman, 1996). Rejection sensitivity (RS) is a socio-emotional disposition characterized by the tendency to anxiously expect, readily perceive, and intensely react to interpersonal rejection (Downey & Feldman, 1996; Downey & Daniels, 2020). Clinically, RS often emerges from early caregiving environments marked by inconsistent responsiveness, criticism, or conditional approval (Levine & Heller, 2010; Leary, 2015). Developmental theories—particularly attachment theory—suggest that children exposed to unpredictable emotional feedback may internalize beliefs that acceptance is fragile and contingent upon perfect behavior or compliance (Gonzalez, 2025). Over time, this produces hypervigilance to social cues and a persistent fear of disappointing or burdening others. RS comprises three dimensions: (1) anxious expectation—persistent worry that one’s requests or needs may be dismissed; (2) perception—heightened sensitivity and rapid interpretation of ambiguous cues as rejection; and (3) reaction—behavioral responses such as withdrawal, silence, over-accommodation, or people-pleasing (Berenson et al., 2009). These dimensions make RS especially relevant to interpersonal negotiations in workplace settings (Edmondson & Besieux, 2021; Latif et al., 2023).

Individuals with high rejection sensitivity often monitor social cues for signs of disapproval and may engage in anticipatory self-censorship to avoid interpersonal conflict. In organizational contexts, these tendencies can lead to avoidant communication styles, lack of upward feedback, and difficulty asserting professional boundaries (Leary, 2015, Zimmer-

Gembeck, 2016). Such behaviors may appear outwardly compliant or agreeable but can be rooted in anxiety-driven avoidance, with long-term implications for psychological well-being and organizational justice (Scannell & Gifford, 2017; Maiolatesi et al., 2022).

The dynamics of RS and assertiveness are further shaped by one's developmental and social background. Assertiveness refers to the ability to express needs, boundaries, and ideas while respecting others' rights (Hargie, 2021). Developmentally, assertiveness emerges in late childhood and adolescence as part of autonomy formation (Riany et al., 2017). Theoretical perspectives describe key dimensions of assertiveness: (1) behavioral agency, or the capacity to initiate communication; (2) boundary-setting, the ability to say "no" or articulate limits; (3) expressive clarity, articulating feelings and needs; and (4) pragmatic politeness, the ability to be assertive while preserving relational harmony (Miller, 2015; Mitamura, 2018).

In this study, we draw particular attention to firstborn daughters, a population uniquely situated at the intersection of birth order and gendered socialization. Research in developmental psychology suggests that firstborn children are typically burdened with heightened expectations for responsibility, caregiving, and maturity (Carette, Anseel, & Van Yperen, 2011; Hehman & Salmon, 2020). When intersected with traditional gender norms that socialize women toward agreeableness, emotional labor, and self-sacrifice, firstborn daughters may internalize a strong sense of duty, fear of failure, and aversion to perceived defiance (Barnert et al., 2019; Bordoloi & Bedamatta, 2022). This combination can prime them to become both high-performing and high-accommodating individuals, particularly vulnerable to compliance patterns in professional life. Firstborn daughters, therefore, hold a unique role shaped by both gender norms and birth-order expectations. Indonesian sociocultural values frequently position eldest daughters as role models and emotional stabilizers (Guilmoto, 2015; Minza, 2017). Cultural constructs such as *rukun*, *hormat*, and *nrimo ing pandum* socialize daughters to prioritize harmony, compliance, and emotional labor (Allifa & Nurwardani, 2023; Takamatsu et al., 2024). These roles often promote relational vigilance and discourage assertiveness, increasing vulnerability to RS across development. Compliance in this context is not examined as a standalone variable but is theorized as an emergent behavioral outcome—the cumulative result of elevated RS, assertiveness inhibition, and adaptation to high-stakes workplace environments.

High-stakes or high-pressure workplaces are defined by characteristics such as heavy workload, intense performance monitoring, and low psychological safety (Bakker & Demerouti, 2017; Edmondson & Bransby, 2023). These environments amplify the psychological costs of speaking up, particularly for individuals already predisposed to fear disapproval. When psychological safety is low and performance demands are high, the threshold for self-advocacy rises, often silencing those who have been conditioned to prioritize harmony over disruption. Specifically, empirical evidence suggests that firstborns often show heightened conformity, fear of failure, and reduced risk-taking — patterns reinforced by birth-order socialization (Carette et al., 2011; Botzet et al., 2021). When intersecting with gendered expectations in the workplace, these traits can hinder assertive behavior, confidence, and upward mobility (Bordoloi & Bedamatta, 2022; Kim & Meister, 2023). Indonesian research further demonstrates that hierarchical work cultures and high power-distance norms can intensify reluctance to challenge authority, particularly among eldest daughters who are already conditioned toward self-silencing (Koerniawan et al., 2024; Tjahjana et al., 2024).

Although the constructs of RS and assertiveness have been studied independently, their interaction within the context of high-pressure work environments, and particularly among firstborn daughters, remains underexplored. Integrating perspectives from organizational

psychology, developmental psychology, and gender studies, this study addresses a gap in the literature by empirically examining how RS affects assertiveness difficulty, and how this relationship is moderated by workplace context. The goal is to illuminate the nuanced psychological mechanisms that underlie compliance behavior in women who appear outwardly competent yet struggle with invisible barriers to self-advocacy. To this end, we propose and test a moderated model in which:

(a) Rejection sensitivity positively predicts assertiveness difficulty.

(b) High-pressure workplace context moderates this relationship, such that the association is stronger when workplace demands are high and psychological safety is low.

By focusing on firstborn daughters—a group that has received little empirical attention despite its rich developmental implications—this study offers novel insights into the hidden costs of compliance shaped from early experiences and family constellation in professional life. Our findings aim to inform not only psychological theory but also organizational practice, by highlighting the need for supportive environments that reduce relational threats and empower all employees to speak with confidence.

2. Method

2.1 Participant

A total of 268 firstborn daughters employed full-time in Indonesian organizations participated in the study ($M = 27.6$, $SD = 4.1$). Participants were recruited via purposive and snowball sampling methods through professional networks and alumni associations. Inclusion criteria required participants to: (1) identify as female, (2) be the firstborn in their family, and (3) be working in high-stakes or performance-oriented environments (e.g., finance, tech, healthcare, law), (4) is a national citizen of Indonesia.

2.2 Procedures

Participants completed an online survey hosted on Google Forms. They responded to a series of self-report questionnaires measuring rejection sensitivity, assertiveness difficulty, perceived workplace pressure, and psychological safety. Demographic questions and manipulation checks regarding birth order and work context were also included. Participants completed four online surveys. The first page of each survey comprised informed consent information to allow participants to decide whether to continue with the study. Participants were compensated Rp25,000.00 upon completion.

2.3 Measures

Rejection Sensitivity (RS). RS was measured using the Adult Rejection Sensitivity Questionnaire (A-RSQ) (Berenson et al., 2009). The Adult Rejection Sensitivity Questionnaire (A-RSQ) contains nine interpersonal scenarios requiring respondents to rate: (1) their level of anxiety about the possibility of being rejected, and (2) the perceived likelihood that the interaction partner would respond negatively. Example items include: “You ask your supervisor for help with a work problem,” or “You request a close friend's support during a difficult time.” Composite scores reflect the intensity of anxious expectations and perceived rejection probability. The average internal consistency reliability was appropriate with Cronbach's $\alpha = .87$.

Assertiveness Difficulties. Assertiveness Difficulties were measured using the Functional Assertiveness Scale (FAS) (Mitamura, 2018). The Functional Assertiveness Scale (FAS) consists of 12 items measuring two dimensions: (a) objective effectiveness (e.g., addressing another’s inappropriate behavior, expressing different opinions clearly), and (b) pragmatic politeness (e.g., maintaining civility while disagreeing). These items capture both the ability and the relational style of being assertive—essential in collectivistic cultures where norms of harmony often moderate directness. The average internal consistency reliability was appropriate with Cronbach’s $\alpha = .81$.

Workplace Pressure. A composite High-Pressure Workplace Index was constructed using two subscales:

(a) Perceived workload and performance pressure (5 items, e.g., “My job demands constant high-level performance.”; $\alpha = .84$), adapted from Bakker & Demerouti (2017).

(b) Psychological safety (reverse-coded; 7 items from Edmondson’s Psychological Safety Scale; $\alpha = .86$), assessing the extent to which the workplace allows open expression without fear of interpersonal consequences.

Scores were standardized and combined to create a continuous high-pressure context index, where higher values indicated more demanding and psychologically unsafe environments.

3. Results and Discussion

3.1 Preliminary Analysis

Table 1. Correlation of key study variables (N = 268)

No.	Variable	M	SD	1	2	3
1	RS			3.42	0.68	—
2	AD			3.55	0.72	.42*** —
3	WP			3.77	0.69	.25** .38*** —

Note: RS = Rejection Sensitivity; AD = Assertiveness Difficulty; WP = Workplace Pressure

Descriptive statistics and bivariate correlations indicated that rejection sensitivity was positively correlated with assertiveness difficulty ($r = .42, p < .001$) and workplace pressure ($r = .25, p < .01$). Assertiveness difficulty was also moderately correlated with workplace pressure ($r = .38, p < .001$). No significant multicollinearity was detected ($VIF < 2$).

3.2 Hypothesis Testing

To test our hypotheses, we conducted a moderated regression analysis using Hayes’ PROCESS macro (Model 1) in SPSS. Predictor and moderator variables were mean-centered before analysis. Consistent with H_1 , rejection sensitivity significantly predicted assertiveness difficulty, $B = 0.49, SE = 0.07, t(264) = 6.98, p < .001$. Supporting H_2 , the interaction between rejection sensitivity and workplace pressure was also significant, $B = 0.22, SE = 0.08, t(264) = 2.75, p = .006$.

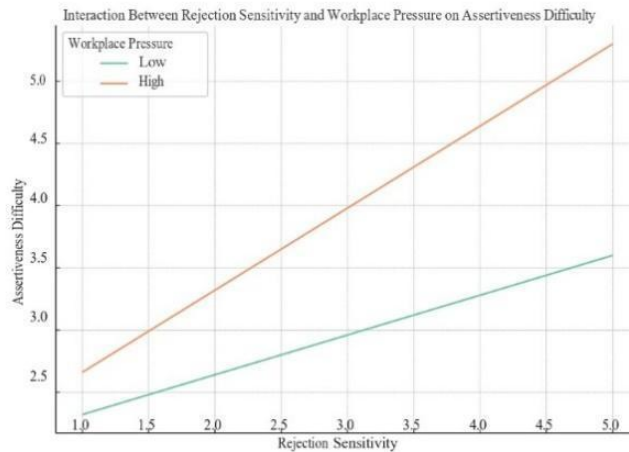


Figure 1. Interaction between rejection sensitivity and workplace pressure on assertiveness difficulty

To interpret the interaction, we examined the conditional effect of rejection sensitivity at ± 1 SD of workplace pressure. When workplace pressure was high (+1 SD), the relationship between rejection sensitivity and assertiveness difficulty was stronger, $B = 0.66$, $SE = 0.08$, $t(264) = 8.25$, $p < .001$. When workplace pressure was low (-1 SD), the relationship was weaker but still significant, $B = 0.32$, $SE = 0.09$, $t(264) = 3.56$, $p = .01$. These findings are visualized in Figure 1.

3.3 Discussion

This study sought to illuminate the mechanisms through which rejection sensitivity (RS) shapes assertiveness difficulties among firstborn daughters in high-pressure workplaces, and how organizational context amplifies this dynamic. Our findings reveal that rejection sensitivity is a significant predictor of assertiveness difficulty, and that this relationship intensifies when employees operate in environments characterized by high performance demands and low psychological safety. These results not only reinforce existing literature on RS and assertive behavior but also extend understanding by positioning compliance as a relationally embedded, contextually triggered adaptation rather than a mere dispositional deficit.

Our findings add to a growing body of research challenging the simplistic view of compliance as passivity or weakness. In high-pressure organizational settings, firstborn daughters high in RS appear to engage in strategic self-silencing to minimize perceived interpersonal and professional risk. This aligns with relational self-regulation frameworks, which suggest that individuals actively modulate their behavior to preserve valued social ties (Leary, 2015; Lam, 2022). In practical terms, what looks like compliance is a sophisticated form of relational labor—a dynamic balancing act between self-protection and professional engagement. This is consistent with recent theorizing in organizational psychology that reframes silence as contextual self-preservation (Edmondson & Besieux, 2021) rather than a lack of competence or ambition.

Furthermore, these findings resonate with Relational Cultural Theory (RCT), which posits that women often prioritize relational harmony and fear of disconnection as central motivational forces in workplaces (Jordan, 2017). For firstborn daughters—particularly in Indonesia—these tendencies are intensified by cultural expectations to be *anak sulung yang harus jadi panutan* (the first child who must set an example), a role imbued with emotional

labor, moral leadership, and familial responsibility (Guilmoto, 2015; Minza, 2017; Botzet, Roher, & Adslan, 2021).

In Indonesian collectivistic culture, where harmony, filial piety, and self-restraint are highly valued (Takamatsu, Park, & Matsuo, 2024; Viridiyanti, 2025) compliance is not merely an individual adaptation but a culturally reinforced behavior. The Javanese principle of *nrimo ing pandum* (acceptance of one's fate) and the expectation to maintain *rukun* (social harmony) further normalize self-silencing, especially among women who were raised to anticipate and manage others' needs (Aliifa & Nurwardani, 2023). As such, compliance among firstborn daughters may be seen not as weakness, but as an adaptive response shaped by layered socialization across gender, birth order, and cultural values. This study thus bridges developmental psychology and organizational behavior, demonstrating that compliance in adulthood is not simply an individual choice but the product of intertwined personal history, gendered roles, and relational context shaped by Indonesia's sociocultural norms.

The moderating role of workplace pressure reinforces the situational contingency of assertive behavior. From the perspective of Conservation of Resources (COR) theory (Hobfoll et al., 2018), high-pressure contexts signal that self-advocacy could lead to resource loss—whether relational (e.g., disapproval), reputational (e.g., career penalties), or emotional (e.g., stress from conflict). High-RS employees may therefore adopt compliance as a resource-protective strategy.

This interpretation aligns with empirical evidence that low psychological safety environments reduce voice behavior and suppress upward feedback, even among otherwise competent employees (Frazier et al., 2017; Newman, Donohue, & Eva, 2017). In Indonesia's hierarchical organizational cultures, where indirectness and deference to authority are deeply entrenched (Koerniawan et al., 2024), high-RS firstborn daughters may find it especially difficult to voice dissent. The cultural premium placed on respect (*hormat*) and indirect communication may further compound the inhibition of assertiveness among this group (Lutfiani, Yohani, & Imtikhanah, 2024).

By identifying the interaction between individual RS and environmental cues, this study contributes to person \times environment models of organizational behavior, showing that vulnerability does not automatically lead to silence—rather, silence emerges under specific relational and structural pressures. Interestingly, the moderating effect suggests that workplace climate can either exacerbate or attenuate the impact of early socialization. In psychologically safe environments, high-RS firstborn daughters may find the courage to assert themselves without anticipating social punishment, whereas in punitive or hypercompetitive climates, compliance becomes the default mode of survival.

Our findings also support a relational and situational model of compliance, integrating RS, workplace pressure, and assertiveness into a single explanatory framework that connects individual vulnerabilities to contextual and cultural triggers. The study also integrates developmental psychology, social-personality theory, cross-cultural values, and organizational behavior, illustrating that adult workplace behavior is deeply embedded in lifelong relational narratives shaped by Indonesia's collectivistic ethos. These contributions advance current knowledge beyond prior RS literature, which has predominantly focused on romantic or peer contexts (Norona et al., 2018; Downey & Daniel, 2020), and bring a relationally informed, culturally grounded lens into the study of employee voice and compliance.

For organizations, the findings highlight an often-invisible cost of high-pressure work cultures: they systematically silence relationally sensitive employees, particularly those socialized to prioritize harmony and responsibility. Leadership behaviors that encourage open

dialogue, acknowledge vulnerability, and reward constructive dissent can mitigate the self-silencing effects of RS (Frazier et al., 2017), and are especially urgent within Indonesia's power-distant work environments. Formal mechanisms for feedback, such as anonymous suggestion channels or routine check-ins, allow high-RS employees to contribute without fear of social penalty or reputational harm. Mentoring programs that explicitly address the intersection of gender, socialization, and assertiveness can empower firstborn daughters to navigate the double bind between competence and compliance. Additionally, framing assertiveness as a shared responsibility may resonate more deeply in Indonesian contexts than framing it as purely individual self-expression. Such interventions not only benefit individual employees but also enhance organizational learning and innovation, as silenced employees often withhold critical insights that could improve processes or prevent errors.

While the study offers novel insights, several limitations should be addressed in future research. First, a cross-sectional design restricts causal inference; longitudinal or daily-diary studies could reveal how RS-driven compliance unfolds dynamically across high- and low-pressure workdays. Second, our focus on Indonesian firstborn daughters provides rich cultural specificity but may limit generalizability. Future work should adopt a cross-cultural lens to examine how cultural norms around hierarchy, collectivism, and gender influence the RS-assertiveness link. Third, mixed-methods approaches, including qualitative interviews, could capture the lived experience and emotional trade-offs of compliance, offering deeper insight into its relational costs. Finally, future studies might extend this research by testing interventions that enhance assertiveness and psychological safety, potentially exploring how microaffirmations, leadership empathy, or peer support networks can disrupt the cycle of RS-driven compliance.

4. Simpulan

In sum, this study provides new evidence that the interplay between rejection sensitivity and assertiveness extends beyond individual personality traits and reflects the broader relational dynamics of workplace life. Our findings suggest that the psychological need to maintain social acceptance can manifest as compliance and self-silencing, particularly in high-pressure organizational contexts. For firstborn daughters, whose developmental histories often include heightened responsibility and relational vigilance, these tendencies are amplified, revealing a hidden relational cost of professional competence and harmony-seeking behavior.

Importantly, this research contributes to the understanding that assertive communication and voice behaviors are not simply individual skills but are relationally and contextually contingent. Employees with heightened rejection sensitivity may struggle to advocate for themselves, yet they thrive when organizations foster psychological safety and provide structured opportunities for voice and boundary-setting. These insights highlight the value of relationally informed workplace interventions, which could include mentorship, group discussions, and leadership strategies aimed at reducing relational threat and encouraging constructive dissent.

References

- Allifa, A. M., & Nurwardani, M. (2023, June). Nrimo Ing Pandum a positive energy in organizational change. In *International Conference of Psychology: International Conference on Indigenous Treatment and Contemporary Psychology (ICoP 2022)*, 737, p. 15. https://doi.org/10.2991/978-2-38476-080-0_3

- Bainus, A., Yulianti, D., Sari, D. S., Setyaka, V., & Rahmatika, W. O. K. (2025). Women's leadership in cooperative and social movement in the issue of food waste: Evidence from Bandung City. *World Development Sustainability*, 6(5). <https://doi.org/10.1016/j.wds.2025.100219>
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273. <https://doi.org/10.1037/ocp0000056>
- Bangu, M. A. B., Anakaka, D. L., & Kiling, I. Y. (2021). Differences in the subjective well-being of undergraduate students based on birth order. *Journal of Health and Behavioral Science*, 3(1), 107–117.
- Barnert, E. S., Abrams, L. S., Dudovitz, R., Coker, T. R., Bath, E., Tesema, L., ... & Chung, P. J. (2019). What is the relationship between incarceration of children and adult health outcomes? *Academic Pediatrics*, 19(3), 342–350. <https://doi.org/10.1016/j.acap.2018.06.005>
- Berenson, K. R., Gyurak, A., Ayduk, O., Downey, G., Garner, M. J., Mogg, K., Bradley, B. P., & Pine, D. S. (2009). Rejection sensitivity and disruption of attention by social threat cues. *Journal of Research in Personality*, 43(6), 1064–1072. <https://doi.org/10.1016/j.jrp.2009.07.007>
- Bordoloi, M., & Bedamatta, R. (2022). Gender gap in the labour market of India's North-east: 2011–2012 to 2019–2020. *The Indian Journal of Labour Economics*, 65(4), 1083–1098. <https://doi.org/10.1007/s41027-022-00414-5>
- Botzet, L. J., Rohrer, J. M., & Arslan, R. C. (2021). Analysing effects of birth order on intelligence, educational attainment, big five and risk aversion in an Indonesian sample. *European Journal of Personality*, 35(2), 234–248. <https://doi.org/10.1002/per.2285>
- Carette, B., Anseel, F., & Van Yperen, N. W. (2011). Born to learn or born to win? Birth order effects on achievement goals. *Journal of Research in Personality*, 45(5), 500–503. <https://doi.org/10.1016/j.jrp.2011.06.002>
- De Hoogh, A. H., Den Hartog, D. N., & Belschak, F. D. (2021). Showing one's true colors: Leader Machiavellianism, rules and instrumental climate, and abusive supervision. *Journal of Organizational Behavior*, 42(7), 851–866. <https://doi.org/10.1002/job.2536>
- Dian, R. (2024). Lirik dan makna lagu “You’re on Your Own, Kid” Taylor Swift. *NarasiTV*. <https://narasi.tv/read/narasi-daily/lirik-dan-makna-lagu-youre-on-your-own-kid-taylor-swift>
- Downey, G., & Daniels, J. E. (2020). The dynamic ecology of rejection and acceptance: Mental health implications. *Archives of Sexual Behavior*, 49(7), 2269–2273. <https://doi.org/10.1007/s10508-020-01636-8>
- Downey, G., & Feldman, S. I. (1996). Implications of rejection sensitivity for intimate relationships. *Journal of Personality and Social Psychology*, 70(6), 1327–1343. <https://doi.org/10.1037/0022-3514.70.6.1327>
- Edmondson, A. C., & Besieux, T. (2021). Reflections: Voice and silence in workplace conversations. *Journal of Change Management*, 21(3), 269–286. <https://doi.org/10.1080/14697017.2021.1928910>
- Edmondson, A. C., & Bransby, D. P. (2023). Psychological safety comes of age: Observed themes in an established literature. *Annual Review of Organizational Psychology and Organizational Behavior*, 10(1), 55–78. <https://doi.org/10.1146/annurev-orgpsych-120920-055217>
- Frazier, M. L., Fainshmidt, S., Klinger, R. L., Pezeshkan, A., & Vracheva, V. (2017). Psychological safety: A meta-analytic review and extension. *Personnel Psychology*, 70(1), 113–165. <https://doi.org/10.1111/peps.12183>
- Gonzalez, A. (2025). *Relationship between daily hassles in different domains and later anxiety and depression with a moderator of rejection sensitivity among adolescents* (Publication No. [diss-number]) [Doctoral dissertation, Walden University]. ProQuest Dissertations & Theses Global.
- Guilmoto, C. Z. (2015). Mapping the diversity of gender preferences and sex imbalances in Indonesia in 2010. *Population Studies*, 69(3), 299–315. <https://doi.org/10.1080/00324728.2015.1091603>
- Hargie, O. (2021). *Skilled interpersonal communication: Research, theory and practice*. Routledge.
- Helman, J. A., & Salmon, C. A. (2020). Beyond sex differences: Predictors of negative emotions following casual sex. *Evolutionary Psychological Science*, 6(2), 97–108. <https://doi.org/10.1007/s40806-019-00217-w>
- Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(1), 103–128. <https://doi.org/10.1146/annurev-orgpsych-032117-104640>

- Jordan, J. V. (2017). Relational-cultural theory: The power of connection to transform our lives. *The Journal of Humanistic Counseling*, 56(3), 228-243. <https://doi.org/10.1002/johc.12055>
- Kim, J. Y., & Meister, A. (2023). Microaggressions, interrupted: The experience and effects of gender microaggressions for women in STEM. *Journal of Business Ethics*, 185(3), 513-531. <https://doi.org/10.1007/s10551-022-05203-0>
- Koerniawan, I., Sulartopo, S., Tobing, W. T. M., & Miftahurrohman, M. (2024). Cultural dimensions and ethical decision-making: A case study of multinational corporations operating in Indonesia. *Journal of Management and Informatics*, 3(2), 328-400. <https://doi.org/10.51903/jmi.v3i2.49>
- Lam, M. (2022). Race, relational dynamics and anxious adjustments: The complexities of identities in relation to one another. *International Journal of Research & Method in Education*, 45(2), 129-136. <https://doi.org/10.1080/1743727X.2021.1926972>
- Latif, M. A., Vang, J., & Sultana, R. (2023). Individuals' psychosocial voice barriers in lean problem-solving teams. *International Journal of Productivity and Performance Management*, 72(5), 1321-1337. <https://doi.org/10.1108/IJPPM-11-2020-0618>
- Leary, M. R. (2015). Emotional responses to interpersonal rejection. *Dialogues in Clinical Neuroscience*, 17(4), 435-441. <https://doi.org/10.31887/DCNS.2015.17.4.mleary>
- Levine, A., & Heller, R. (2010). *Attached: The new science of adult attachment and how it can help you find--and keep--love*. Penguin.
- Lutfiani, A. P., Yohani, Y., & Imtikhanah, S. (2024, August). Integrated reporting quality with Hofstede's six dimension of national culture: Case studies from Indonesia. In *5th Borobudur International Symposium on Humanities and Social Science 2023* (pp. 1038-1051). Atlantis Press. https://doi.org/10.2991/978-2-38476-273-6_107
- Maiolatesi, A. J., Clark, K. A., & Pachankis, J. E. (2022). Rejection sensitivity across sex, sexual orientation, and age: Measurement invariance and latent mean differences. *Psychological Assessment*, 34(5), 431-442. <https://doi.org/10.1037/pas0001081>
- Miller, J. B. (2015). *The healing connection: How women form relationships in therapy and in life*. Beacon Press.
- Minza, W. M. (2017). Parental expectations and young people's migratory experiences in Indonesia. *Jurnal Psikologi*, 44(1), 66-79. <https://doi.org/10.22146/jpsi.26898>
- Mitamura, T. (2018). Developing the functional assertiveness scale: Measuring dimensions of objective effectiveness and pragmatic politeness. *Japanese Psychological Research*, 60(2), 99-110. <https://doi.org/10.1111/jpr.12168>
- Morrison, E. W. (2023). Employee voice and silence: Taking stock a decade later. *Annual Review of Organizational Psychology and Organizational Behavior*, 10(1), 79-107. <https://doi.org/10.1146/annurev-orgpsych-120920-054654>
- Newman, A., Donohue, R., & Eva, N. (2017). Psychological safety: A systematic review of the literature. *Human Resource Management Review*, 27(3), 521-535. <https://doi.org/10.1016/j.hrmr.2017.01.001>
- Norona, J. C., Tregubenko, V., Boiangiu, S. B., Levy, G., Scharf, M., Welsh, D. P., & Shulman, S. (2018). Changes in rejection sensitivity across adolescence and emerging adulthood: Associations with relationship involvement, quality, and coping. *Journal of Adolescence*, 63, 96-106. <https://doi.org/10.1016/j.jadolescence.2017.12.006>
- Palloni, G. (2017). Childhood health and the wantedness of male and female children. *Journal of Development Economics*, 126, 19-32. <https://doi.org/10.1016/j.jdeveco.2016.11.005>
- Riany, Y. E., Meredith, P., & Cuskelly, M. (2017). Understanding the influence of traditional cultural values on Indonesian parenting. *Marriage & Family Review*, 53(3), 207-226. <https://doi.org/10.1080/01494929.2016.1157561>
- Samarakoon, S., & Parinduri, R. A. (2015). Does education empower women? Evidence from Indonesia. *World Development*, 66, 428-442. <https://doi.org/10.1016/j.worlddev.2014.09.002>
- Scannell, L., & Gifford, R. (2017). Place attachment enhances psychological need satisfaction. *Environment and Behavior*, 49(4), 359-389. <https://doi.org/10.1177/0013916516637648>
- Sherf, E. N., Parke, M. R., & Isaakyan, S. (2021). Distinguishing voice and silence at work: Unique relationships with perceived impact, psychological safety, and burnout. *Academy of Management Journal*, 64(1), 114-148. <https://doi.org/10.5465/amj.2018.1428>

- Takamatsu, R., Park, J., & Matsuo, A. (2024). Morality through the lens of Confucian heritage countries: Collective self-variations and moral worldviews. *Frontiers in Psychology*, *15*, 1454425. <https://doi.org/10.3389/fpsyg.2024.1454425>
- Tjahjana, D., Dwidienawati, D., Rohayati, T., Kenziro, K., Wijaya, F., Nathania, S., & Gandasari, D. (2024). The role of family responsibility, assertiveness, and networking in building female leadership aspirations. *Sustainability*, *16*(12), 5194. <https://doi.org/10.3390/su16125194>
- Virdiyanti, R. (2025). Mental health dynamics in the context of collectivist culture: A study of indigenous communities in Indonesia. *Jurnal Ilmu Psikologi dan Kesehatan*, *3*(3), 99–112. <https://doi.org/10.47353/sikontan.v3i3.2779>
- Zimmer-Gembeck, M. J., Nesdale, D., Webb, H. J., Khatibi, M., & Downey, G. (2016). A longitudinal rejection sensitivity model of depression and aggression: Unique roles of anxiety, anger, blame, withdrawal and retribution. *Journal of Abnormal Child Psychology*, *44*(7), 1291–1307. <https://doi.org/10.1007/s10802-016-0127-y>