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The Impact of Family Support on Employee Performance in Vietnam: The Mediating Role of Work Engagement

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Abstract

This study explores the nuanced relationship between family support—specifically instrumental support and emotional sustenance—and in-role performance, with a focus on the mediating role of work engagement. Drawing on data collected from 421 Vietnamese employees, the research employs PLS-SEM analysis to test the proposed model. The findings demonstrate that both forms of family support positively influence all three dimensions of work engagement: cognitive, physical, and emotional. In turn, each dimension of work engagement is positively associated with in-role performance. Moreover, the study confirms the mediating role of all three engagement dimensions in the relationship between family support (instrumental and emotional) and job performance. Among the two types of support, instrumental support shows a stronger predictive effect on in-role performance than emotional sustenance. These results contribute to the theoretical discourse on family–work interface and offer practical insights for enhancing employee performance through supportive family environments.

Keywords: Family support, In-role performance, Work engagement, Vietnam

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Introduction

Social support has become a focal point for both practitioners and researchers due to its significant influence on outcomes at both organizational and individual levels. From an organizational perspective, evidence links social support to improvements such as enhanced company performance [1] and better customer satisfaction [2]. At the individual level, social support plays an essential role in shaping employees' job performance, influencing both their formal duties and discretionary efforts [3].
Family support, considered a vital form of social support [4], has been extensively examined for its effects on various aspects of employee performance, attitudes, and well-being [3, 5–9]. It is identified as a key contributor to positive workplace behaviors, including both in-role and extra-role performance [3, 6], as well as creativity at work [10]. Additionally, family support helps mitigate negative outcomes such as employee turnover intentions [6, 8] and absenteeism [5]. It also fosters positive employee attitudes, such as higher levels of work engagement [6, 9], greater organizational commitment [11], and increased job satisfaction [7, 8]. Moreover, family support contributes positively to overall employee well-being [12].
The interplay between family support and employees' in-role performance, mediated by work engagement, has attracted increasing scholarly attention [3, 6]. For instance, a study by Karatepe (2015) involving 252 hotel employees in Turkey demonstrated that work engagement fully mediates the effect of family support on job performance using a general family support scale[6]. Further expanding this research, Karatepe *et al*. (2019) confirmed the mediating role of work engagement

between family support and in-role performance among frontline banking staff [3]. These studies, however, have predominantly focused on samples from Turkey and Russia.

It is important to consider cultural context when interpreting these results. Hofstede *et al*. (2005) highlight significant differences among Turkish, Russian, and Vietnamese cultures, especially regarding individualism and uncertainty avoidance [13]. Additionally, Brannan *et al*. (2013) emphasize that the experience and impact of social support, including family support, can differ across cultural settings. Thus, caution is needed when applying findings from Turkish and Russian contexts directly to Vietnamese employees, as cultural differences may affect the dynamics involved.

This research offers meaningful contributions to the body of knowledge on family support and employee in-role performance through several key dimensions.

First, it dissects the specific effects of different types of family support on the distinct facets of work engagement. By exploring how instrumental and emotional support influence the cognitive, emotional, and physical components of engagement, the study reveals a more detailed understanding of how family dynamics shape workplace behavior. This nuanced approach acknowledges that not all forms of support yield the same outcomes, and as such, tailored strategies are necessary for enhancing each type of support effectively. In organizations where resources are limited, this differentiation is crucial for crafting targeted, cost-effective interventions aimed at improving performance and well-being.

Second, this study is notable for focusing on Vietnamese employees—an underrepresented demographic in prior research on this topic. Although several studies have investigated the links between family support and work engagement, they have largely been conducted in Western or culturally different settings. Vietnam's unique socio-cultural characteristics make it essential to explore these dynamics within its context. By doing so, the study adds cultural depth to the existing literature and enables more context-sensitive insights, thereby improving the relevance and applicability of findings across different cultural environments.

The structure of this paper is as follows:

The next section provides an in-depth review of the relevant literature. This is followed by a detailed explanation of the research design and methodology. The subsequent section presents the empirical results. The paper concludes with a discussion of the findings, their implications, and the study's limitations.

Literature review

The job demands-resources (JD-R) model

The Job Demands-Resources (JD-R) model, originally introduced by Demerouti *et al*. (2001), provides a theoretical framework to understand how job-related factors contribute to employee burnout and engagement [14]. It proposes two primary mechanisms: job demands and job resources. Job demands refer to the physical, emotional, social, or organizational aspects of work that require sustained effort, which can potentially lead to psychological strain and health issues [14, 15]. In contrast, job resources encompass elements of the job that help employees achieve their goals, reduce the strain caused by job demands, and encourage personal development and motivation. These resources might be physical (e.g., equipment), social (e.g., support), or organizational (e.g., role clarity), and they play a central role in enhancing employee engagement and performance [14, 15].

According to Bakker and Demerouti (2007), the Job Demands-Resources (JD-R) model operates through two fundamental mechanisms: the health impairment process and the motivational process [15]. In the first, excessive job demands are linked to employee exhaustion, which eventually leads to a decline in in-role performance [16]. Conversely, having a high level of job resources can mitigate the negative effects of job demands, particularly in buffering the onset of burnout [16, 17]. In terms of motivation, the presence of sufficient job resources enhances employees' work engagement, which subsequently leads to improved performance [15].

The robustness and versatility of the JD-R framework have been confirmed across a wide array of empirical studies [18–22]. This model has also been applied to explore how family support affects in-role performance through the mediating effect of work engagement [3, 6], thereby justifying its use in the current research context.

Hypotheses and research framework

Instrumental support and work engagement

Kahn [23] defines work engagement as the full and active involvement of individuals in their work roles, encompassing physical, emotional, and cognitive dimensions. Specifically, Kahn (1990) [23] identifies three components of engagement: physical (the energy invested in task completion, as per Brown & Leigh, 1996 [24]), cognitive (focused attention and mental immersion in tasks, Rothbard, 2001 [25]), and **emotional** (positive affect and satisfaction derived from work, Russell & Barrett, 1999). According to Kahn, this multidimensional involvement allows employees to express themselves meaningfully and authentically through their work, reflecting both commitment and psychological presence.

Among the primary sources of social support—namely, supervisors, coworkers, and family [4]—family support has a particularly strong impact on personal well-being. Social support broadly includes emotional care, practical help, feedback, and information [26], with the family playing a key role within this support system. Two core types of family support have been identified: instrumental support and emotional support [4]. Instrumental support refers to actions by family members that assist in managing daily responsibilities and household tasks, such as sharing chores or adapting schedules to align with an employee's work demands.

In Kahn's (1990, 1992) model, one of the essential prerequisites for engagement is availability, which refers to feeling physically, emotionally, and mentally equipped to fulfill work roles [23, 27]. When family members offer help with home and family obligations, employees conserve personal resources and are more physically prepared to engage in their jobs. Drawing from the JD-R model, the availability of resources—both internal and external—enhances employee motivation and engagement [14, 28]. Family support, particularly of the instrumental kind, functions as a valuable social resource that supports employees in maintaining energy and focus, ultimately promoting engagement at work.

Empirical evidence consistently supports the positive association between instrumental support and work engagement. For example, research by Karatepe and colleagues (2015; 2019) indicates that instrumental family support contributes significantly to higher levels of employee engagement [3, 6]. Additionally, Crawford *et al*. (2010) note that job resources—including instrumental support—play a crucial role in fostering engagement [18]. Collectively, these findings underscore the pivotal role of instrumental support in enhancing employee involvement across a range of organizational settings.

From the data analysis, the researcher suggests the following hypotheses:

Hypothesis 1: Instrumental Support Enhances Work Engagement.

More specifically:

- Hypothesis 1a: Instrumental support boosts physical engagement.
- Hypothesis 1b: Instrumental support strengthens cognitive engagement.
- Hypothesis 1c: Instrumental support fosters emotional engagement.

Emotional support and work engagement

Emotional support refers to the actions and attitudes of family members that provide employees with encouragement, empathy, attention, affirmation, and assistance in addressing challenges [4]. This includes being available to listen, discuss work-related issues, and offer guidance, demonstrating care and concern [4]. Such support creates a psychologically safe environment, which is a critical precursor to work engagement [23], enabling employees to feel secure and valued [29, 30]. According to the Job Demands-Resources (JD-R) framework, sufficient resources promote higher work engagement [14, 28]. Emotional support, as a key social resource, is expected to enhance work engagement.

Empirical evidence supports this, with studies by Karatepe and colleagues in Turkey and Russia demonstrating that family-based emotional support positively impacts work engagement [3, 6].

Based on this analysis, the researcher proposes:

Hypothesis 2: Emotional Support Positively Affects Work Engagement.

More specifically:

- Hypothesis 2a: Emotional support enhances physical engagement.
- Hypothesis 2b: Emotional support promotes cognitive engagement.
- Hypothesis 2c: Emotional support encourages emotional engagement.

Work engagement and job performance

Job performance is defined as the extent to which an employee successfully completes tasks outlined in their job role [31]. Engaged employees exhibit greater focus, dedication, and immersion in their work responsibilities [27]. As a result, work engagement is linked to improved job performance, a connection supported by several studies [32–34].

Based on this, the researcher proposes:

Hypothesis 3: Work Engagement Improves Job Performance.

More specifically:

- Hypothesis 3a: Physical engagement enhances job performance.
- Hypothesis 3b: Cognitive engagement improves job performance.
- Hypothesis 3c: Emotional engagement boosts job performance.

Work engagement as a mediator

Work engagement serves as a bridge between resources and job performance, as demonstrated in various studies [3, 6, 35, 36]. These resources include personal resources, such as family support [3, 6, 35, 37], and organizational resources [36, 37]. Since family support is a personal resource [14, 28], it is reasonable to infer that work engagement mediates the relationship between family support and job performance. Research by Karatepe (2015) and Karatepe *et al*. (2019) further supports that

work engagement mediates the link between family support and job performance [3, 6]. Thus, work engagement is likely to mediate the impact of both instrumental and emotional support on job performance.

Based on this analysis, the researcher proposes:

Hypothesis 4: Work Engagement Mediates the Relationship Between Family Support and Job Performance.

More specifically:

- Hypothesis 4a: Work engagement mediates the effect of instrumental support on job performance.
- Hypothesis 4b: Work engagement mediates the effect of emotional support on job performance.

The conceptual model is presented in **Figure 1**.

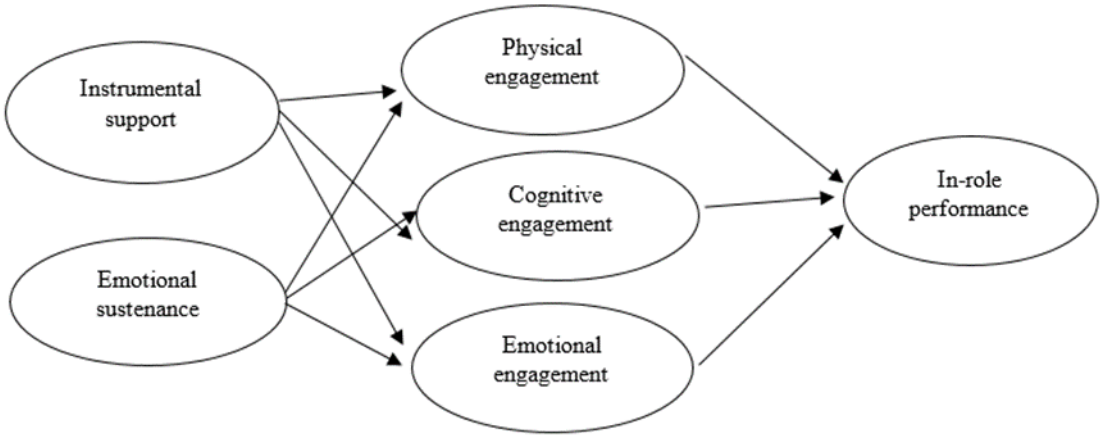

Figure 1. Research model

Materials and Methods

Sample

Table 1 presents an overview of the demographic characteristics of the study participants.

Table 1. Sample demographic

No	Variables/ criteria		Frequency	Percentage
			Sex	
1	Male		145	34.4
	Female		276	65.6
2			***Location***	
	The North		159	37.8
	The Middle		108	25.7
	The South		154	36.6
3			***Position***	
	Staff level		359	85.3
	First-line manager		44	10.5
	Middle manager		14	3.3
	Top manager		4	0.9
4			***Education***	
	College		4	1.0
	Undergraduate		208	49.4
	Graduate		209	49.6
	Min	**Max**	**Mean**	**SD**
5 Age	27	61	38.54	7.116

Sample characteristics

The participant pool in this study was notably diverse, incorporating individuals with a range of demographic profiles and professional roles. In terms of gender distribution, female participants formed the majority, accounting for 65.6%, while males comprised 34.4%. Regionally, respondents were dispersed across various parts of the country: 37.8% resided in the North, 25.7% in the Central region, and 36.6% in the South. Regarding job position, a large proportion (85.3%) were in staff-level

roles. Additionally, 10.5% held first-line managerial positions, 3.3% were middle managers, and a small fraction (0.9%) occupied top management roles. Educational backgrounds varied widely, with qualifications ranging from college-level education (1.0%) to graduate degrees (49.6%). Participant ages spanned from 27 to 61 years, with the average age being 38.54, showcasing a broad range of life and work experiences.

Measurement tools

All the measurement instruments used in this research were originally formulated in English. To ensure cultural and linguistic appropriateness within the Vietnamese context, a pilot study was conducted. Forty Vietnamese employees were initially invited to review the questionnaires, offering feedback on their cultural fit and clarity. Adjustments were made in response to this feedback, resulting in a revised version that was subsequently administered to the full sample. This iterative approach helped to enhance both the cultural validity and the linguistic accuracy of the tools.

Family Support was evaluated using a scale by King *et al*. (1995), which included two dimensions [4]: *instrumental assistance* and *emotional sustenance*. The original version of the instrumental assistance scale comprised 15 items. However, following the pilot study, 8 items were excluded due to cultural misalignment, leaving a final set of 7 items from the original scale. Participants rated each statement using a 7-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). An example item is: "If my job gets very demanding, someone in my family will take on extra household responsibilities." This scale showed high internal consistency, with a Cronbach's alpha of 0.975.

For Emotional Sustenance, the original scale from King *et al*. (1995) included 25 items [4]. Based on participant feedback, 14 items were removed, and the remaining 9 items were retained for the final evaluation. Respondents rated each item on the same 7-point scale. A sample item is: "When I have a tough day at work, family members try to cheer me up." This subscale also demonstrated strong reliability, with a Cronbach's alpha of 0.951.

Work Engagement was measured using the framework by Rich *et al*. (2010), which is grounded in Kahn's (1990) conceptualization [23, 36]. The construct was divided into three sub-dimensions: *physical engagement*, *cognitive engagement*, and *emotional engagement*. Physical engagement was assessed with six items, such as "I work with intensity on my job." Cognitive engagement was also measured using six statements, one being "At work, I pay a lot of attention to my job." Emotional engagement included six items as well, with a sample statement like "I am enthusiastic in my job." Respondents provided their level of agreement using a 7-point Likert scale. The reliability coefficients for these subscales were 0.886 (physical), 0.956 (emotional), and 0.981 (cognitive), indicating excellent internal consistency.

In-role Performance was assessed using a 7-item instrument designed by Williams and Anderson (1991) [31]. Participants were asked to indicate their agreement with statements reflecting how well they fulfill their job duties, using the same 7-point scale. An example item is: "I fulfill the responsibilities specified in the job description." The scale showed acceptable reliability, with a Cronbach's alpha of 0.790.

Results and Discussion

The measurement models

Table 2 displays the reality, validity, and discriminant validity of measures in this study.

Table 2. Reality, validity, and discriminant

Item	Outer loading	Reality	CR	AVE	HTMT
CE1	0.946	0.981	0.981	0.912	0.247 – 0.785
CE2	0.967				
CE3	0.959				
CE4	0.928				
CE5	0.965				
CE6	0.964				
EE1	0.906	0.956	0.958	0.818	0.247 – 0.547
EE2	0.897				
EE3	0.887				
EE4	0.899				
EE5	0.917				
EE6	0.920				
PE1	0.706	0.886	0.893	0.644	0.342 – 0.798
PE2	0.834				
PE3	0.901				
PE4	0.836				
PE5	0.854				

PE6	0.657				
ES1	0.662	0.951	0.958	0.726	0.324 – 0.786
ES2	0.842				
ES3	0.920				
ES4	0.869				
ES5	0.916				
ES6	0.864				
ES7	0.918				
ES8	0.890				
ES9	0.752				
IS1	0.935	0.975	0.979	0.871	0.259 – 0.760
IS2	0.888				
IS3	0.949				
IS4	0.927				
IS5	0.940				
IS6	0.959				
IS7	0.933				
IRP1	0.876	0.790	0.932	0.675	0.537 – 0.798
IRP2	0.834				
IRP3	0.896				
IRP4	0.932				
IRP6	0.870				
IRP7	**-0.397**				

Note: CE: cognitive engagement; PE: Physical engagement; EE: emotional engagement; IS: instrumental support; ES: emotional sustenance; and IRP: In-role performance.

Assessment of reliability, validity, and discriminant measures

In line with the evaluation criteria proposed by Hair Jr *et al*. (2014, 2017), the measurement model demonstrates strong psychometric properties. All outer loadings, with the exception of IRP7, exceed the recommended threshold value of 0.70 [38, 39]. Based on the guideline that items with loadings below 0.40 should be excluded from the analysis, IRP7 was removed to enhance the model's validity.

The Cronbach's alpha values for all constructs are above the acceptable benchmark of 0.70, indicating robust internal consistency. Similarly, all Composite Reliability (CR) coefficients are higher than the suggested minimum of 0.70, further confirming the reliability of the measurement scales.

The Average Variance Extracted (AVE) values range from 0.675 to 0.912, comfortably exceeding the minimum criterion of 0.50. This affirms the model's convergent validity. Additionally, Heterotrait-Monotrait Ratio (HTMT) values for all constructs fall below the threshold of 0.90, suggesting that the constructs exhibit satisfactory discriminant validity.

Hypotheses testing

Table 3 presents the results of the direct hypothesis testing.

Table 3. Direct relationship testing.

Relationships	Standardized β	p	F^2	Decisions
CE → IRP	0.586	0.000	1.971	Support H_{3b}
PE → IRP	0.442	0.000	0.938	Support H_{3a}
EE → IRP	0.165	0.000	0.137	Support H_{3c}
IS → CE	0.613	0.000	0.976	Support H_{1b}
ES → CE	0.359	0.000	0.334	Support H_{2b}
IS → PE	0.299	0.000	0.111	Support H_{1a}
ES → PE	0.369	0.000	0.169	Support H_{2a}
IS → EE	0.158	0.000	0.024	Support H_{1c}
ES → EE	0.254	0.000	0.063	Support H_{2c}
VIF: 1.128 – 1.350; adjusted R^2 for IRP: 0.844; adjusted R^2 for CE: 0.667; adjusted R^2 for PE: 0.304; adjusted R^2 for EE: 0.115.				

Note: CE: cognitive engagement; PE: Physical engagement; EE: emotional engagement; IS: instrumental support; ES: emotional sustenance; and IRP: In-role performance.

Hypotheses testing: direct effects

As shown in **Table 3**, the direct effects of the proposed relationships were tested. Based on the criteria suggested by Hair Jr *et al*. (2014), the Variance Inflation Factor (VIF) values, which ranged between 1.128 and 1.350, indicate no significant multicollinearity among the variables [38].

The findings reveal that all three dimensions of work engagement—physical, cognitive, and emotional—positively and significantly affect in-role performance. Specifically, physical engagement had a standardized coefficient (β) of 0.442 ($p < 0.001$), while cognitive engagement showed the strongest impact with a β of 0.586 ($p < 0.001$). Emotional engagement, although statistically significant, had a smaller effect ($\beta = 0.165$, $p < 0.001$). These results provide empirical support for H3a, H3b, and H3c.

Regarding the influence of instrumental support on engagement, the analysis confirms significant positive relationships across all sub-dimensions. Instrumental support was associated with higher levels of physical engagement ($\beta = 0.299$, $p < 0.001$), cognitive engagement ($\beta = 0.613$, $p < 0.001$), and emotional engagement ($\beta = 0.158$, $p < 0.001$). Consequently, hypotheses H1a through H1c are supported.

Emotional sustenance also played a significant role in shaping employee engagement. Its influence on physical engagement was reflected in a coefficient of 0.369 ($p < 0.001$), while its impact on cognitive and emotional engagement stood at 0.359 and 0.254 respectively, both significant at the 0.001 level. Thus, H2a, H2b, and H2c are likewise confirmed.

Effect size (f^2) interpretation

To assess the strength of these relationships, f^2 values were analyzed, as advised by Hair *et al*. (2014) [38]. Cognitive and physical engagement both demonstrated substantial influence on in-role performance, suggesting they play crucial roles in predicting job-related behaviors. Conversely, emotional engagement, despite being statistically significant, had a minimal effect size, indicating a relatively weaker contribution.

Instrumental support was found to have a moderate effect on cognitive engagement, while emotional sustenance showed moderate impact on both cognitive and physical engagement dimensions. These results suggest that both types of family support contribute meaningfully to engagement, but their strength varies across engagement types.

Summary of indirect and total effects

The analysis of indirect and total effects, detailed in **Table 4**, further highlights how family support indirectly shapes in-role performance through its impact on employee engagement. This pathway emphasizes the importance of emotional and instrumental resources in enhancing workplace outcomes via engagement mechanisms.

Table 4. Mediator testing and total effects

Relationships	Standardized β	p	Decision
ES→PE → IRP	0.163	0.000	Accept H_{4b}
ES→CE → IRP	0.359	0.000	Accept H_{4b}
ES→EE → IRP	0.042	0.003	Accept H_{4b}
IS→PE → IRP	0.132	0.000	Accept H_{4a}
IS→CE → IRP	0.359	0.000	Accept H_{4a}
IS→EE → IRP	0.026	0.007	Accept H_{4a}
IS → IRP	0.517	0.000	
ES → IRP	0.165	0.000	
PE → IRP	0.442	0.000	
ES→CE → IRP	0.586	0.000	
ES→EE → IRP	0.165	0.000	

Note: CE: cognitive engagement; PE: Physical engagement; EE: emotional engagement; IS: instrumental support; ES: emotional sustenance; and IRP: In-role performance.

Mediating and total effects

The analysis in **Table 4** explores how work engagement dimensions mediate the connection between family support and in-role performance. The results demonstrate that instrumental support indirectly contributes to improved in-role performance by enhancing physical, cognitive, and emotional engagement. This confirms hypothesis H4a. Similarly, emotional sustenance exerts a meaningful indirect influence on in-role performance via the same three engagement sub-components, lending support to hypothesis H4b. Among these two types of support, instrumental support stands out as the more powerful driver, producing a greater cumulative effect on employee performance.

This study set out to examine how different types of family support influence employee in-role performance through the mediating role of work engagement. Findings confirm that both instrumental and emotional support are positively associated with higher levels of physical, cognitive, and emotional engagement. These results reinforce previous work by Karatepe

(2015) and Karatepe *et al*. (2019), emphasizing the value of external support systems in shaping employees' psychological and behavioral involvement at work [3, 6].

More nuanced analysis shows that instrumental support is especially effective in stimulating cognitive engagement, while its influence on emotional and physical engagement is comparatively weaker. These patterns suggest that practical, task-oriented support (such as help with responsibilities or problem-solving) may be particularly effective at sharpening focus and mental involvement in work tasks. On the other hand, to enhance emotional and physical engagement—dimensions tied more closely to energy and affect—organizations might benefit more from fostering emotional sustenance, such as empathy and encouragement from family members.

As the study also confirms, all three engagement dimensions are positively linked to in-role performance. Still, not all relationships are equal in strength. While cognitive and physical engagement significantly predict improved performance, emotional engagement does not reach statistical significance in this model. This distinction is important, as it suggests that efforts to boost employee output should focus more heavily on enhancing cognitive and physical aspects of engagement. These observations are consistent with earlier findings by Karatepe (2015), although they diverge from the conclusions drawn by Edopkolor and Osifo (2022) [6, 40]. Their study, focused on academic staff in the university sector, found emotional engagement to be more impactful—likely due to the emotionally demanding nature of their work environment. Such context-specific differences highlight the need to consider job characteristics and sector-specific pressures when interpreting the role of engagement in performance.

This research clearly demonstrates the mediating influence of the three dimensions of work engagement—physical, cognitive, and emotional—in linking family support (specifically instrumental support and emotional sustenance) to in-role performance. The findings underscore the vital role of fostering both forms of support to boost employee engagement levels and, in turn, enhance job performance. These outcomes are consistent with prior studies by Karatepe (2015) and Karatepe *et al*. (2019), supporting the broader literature that highlights the relevance of external support systems in improving workplace outcomes [3, 6].

Moreover, the analysis reveals a marked disparity in the total influence exerted by the two types of family support. Instrumental support, which includes tangible aid such as help with tasks or solving practical problems, appears to have a stronger overall effect on in-role performance compared to emotional sustenance. From an organizational strategy perspective, this suggests that efforts focused on improving instrumental support—such as encouraging families to actively assist employees in managing responsibilities—may deliver more impactful results in performance outcomes.

Practical implications

These findings carry actionable insights for businesses in Vietnam, particularly in how they might leverage family support to improve employee productivity. Firstly, the research highlights the value of involving employees' families in the work-life equation. Organizations could benefit from establishing formal communication channels—such as workshops or informational sessions—with employees' family members. These initiatives can serve to inform families about the nature of employees' work demands and emphasize the importance of their support, especially in tangible ways. Such sessions would help foster mutual understanding and align family support with organizational goals.

Secondly, the study reinforces that physical, cognitive, and emotional engagement all positively influence job performance. For businesses aiming to strengthen employee output, this means that recruitment and retention strategies should deliberately target engagement. Integrating work engagement assessments during the hiring process can help identify candidates more likely to exhibit high performance. Additionally, companies can turn to Kahn's (1990) framework—which outlines three psychological conditions for engagement: meaningfulness, safety, and availability—as a guide for workplace improvement [23]. For instance, redesigning job roles to make them more meaningful or cultivating a supportive team culture can significantly enhance the conditions necessary for deep employee engagement.

Limitations

Despite its valuable contributions to the literature on family support, work engagement, and employee performance, this study is subject to several limitations that should be acknowledged when interpreting the findings.

First, the reliance on self-reported data introduces potential bias, particularly in performance assessments. As suggested by Kruger and Dunning (1999), individuals often overestimate their abilities, which may distort the accuracy of subjective evaluations [41]. Future research should integrate more objective measures—such as evaluations by supervisors or peers—to ensure more accurate and credible assessments of employee performance.

Second, the study utilized a snowball sampling method, a non-probability technique that may limit the representativeness of the sample and introduce selection bias [42]. Future studies would benefit from employing random sampling techniques to improve the generalizability and external validity of the results.

Third, the cross-sectional and one-time data collection approach may lead to common method variance, potentially inflating the observed relationships [43]. Longitudinal studies, collecting data across different time intervals, are recommended to reduce this bias and establish stronger causal inferences.

Lastly, although the sample size meets the threshold proposed by Hair *et al*. (2006), the demographic composition—dominated by female respondents with undergraduate or graduate education—limits the applicability of findings across broader employee populations [44]. Future research should strive for a more diverse and representative sample or explore other segments of the Vietnamese workforce to enhance the scope and relevance of findings.

Nevertheless, these limitations do not overshadow the study's contributions. The research offers meaningful insights for both theory and practice, especially within the Vietnamese organizational context, and sets a strong foundation for future exploration.

Conclusion

This study explored the dynamic relationship between family support, work engagement, and in-role performance, providing compelling evidence for the mediating role of work engagement dimensions—physical, cognitive, and emotional—in linking support from family to workplace outcomes.

Findings confirm that both instrumental support and emotional sustenance from family positively influence all three aspects of work engagement. These dimensions of engagement, in turn, are positively associated with in-role performance, with cognitive and physical engagement emerging as stronger predictors. The mediating role of engagement highlights how family support indirectly enhances employee performance by fostering greater involvement in their work.

From a practical standpoint, the study recommends that Vietnamese organizations foster stronger family–work linkages by creating communication platforms where family members can better understand employees' job demands. Moreover, the research advocates for strategic recruitment and motivational efforts that prioritize engagement, encouraging organizations to design roles and environments that fulfill psychological conditions essential for employee involvement.

In sum, this study offers a well-rounded view of how integrating family support into organizational strategies can amplify employee engagement and performance. It serves as a meaningful guide for companies aiming to enhance productivity through a more holistic, support-driven approach to workforce management.

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