FAMILIAL SUPPORT, MENTAL WELL-BEING, AND WORK PRODUCTIVITY: EXPERIENCES OF FEMALE SCHOOL TEACHERS IN PAKISTAN

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Abstract

In this research paper, we explored the multifaceted dynamics surrounding the professional lives of female school teachers in Pakistan. This study aims to shed light on the crucial interplay between familial support systems, the prevalence of mental well-being, and their impact on the overall work productivity of Pakistani working women in school education. A sample of 160 teachers was selected to respond to a newly developed instrument of the resource-process model within the JD-R framework. The instrument was validated in 2 steps: Exploratory Factor Analysis (EFA) in SPSS and Confirmatory Factor Analysis (CFA) in SmartPLS. Structural Equation Model (SEM) analysis results highlighted the positive impact of familial support on mental well-being and workplace productivity. It establishes a direct link between higher family support, improved mental health, and increased work productivity. Based on the Resource-Process Model within the JD-R framework, the findings emphasized the mediating role of mental well-being in this relationship. The study contributes to theory and suggests practical insights for organizations aiming to enhance employee well-being and productivity by comprehensively addressing familial support and mental health initiatives. Further research is recommended to validate these findings across individuals and contexts.

Introduction

The landscape of women's participation in the workforce has evolved significantly over the years (Amber & Chichaibelu, 2023). Although women have increasingly become an integral part of the workforce in the country, their experience is shaped by a complicated interplay of factors from family support to mental health and productivity in the workplace (Sarwar & Imran, 2019). Family support in the case of Pakistan is a pillar of women's work experience. The extent of support or none at all can play an important role in the well-being and success of women in the workplace (Saleem & Ajmal, 2018). It is especially so in a nation where family obligations are deep-seated. Healthy family support networks are well known to help women live successful professional lives, while a lack of such support will likely have boosted stress levels and lowered working efficiency (Heikkinen et al., 2014; Ion & Duran, 2013; Saleem & Ajmal,

2018). Alternatively, psychological tension also exists among working women in Pakistan. The delicate balance of performing family responsibilities and career professionalization can lead to stressors affecting mental well-being (Sinha, 2017). Greenhaus et. al. (2001) observed through studies the key contribution the family stress made to shaping women's mental health. The knowledge of what leads to mental tension and their effects on general working productivity is of significance because the information could be instrumental in driving interventions for reducing stressors and increasing welfare (Hassan, Malik, et al., 2022). Therefore, in this research study, we consider the inter-connected nexus of working efficiency, psychological well-being, and family assistance among working women in Pakistan. Analyzing their highest and lowest correlational ratings thereof, we hope to have meaningful contributions toward a more even and empowering workplace culture for working women.

Theoretical framework

To explore the influence of family support on mental well-being and the resulting impact on work productivity among working women, a theoretical model known as the Job Demands-Resources (JD-R) Model (Demerout et. al., 2001) with emphasis on the Resource-Process Model was employed. This combined framework allowed us to theorize the inter-relationship between family support, mental well-being, and work productivity.

Resource-Process Model within the JD-R Framework

The resource-process model, under the JD-R model, is likely to account for the motivational process, as it explains job resources that favor healthy working behavior. Healthy working behavior is a controversial motivational and work engagement practice by employees. It produces work productivity (Katou et al., 2022; Schaufeli & Taris, 2014). The cyclic process of structural and functional aspects of the resource-process model are mentioned below:

Job Resources

Job resources refer to the physical, psychological, social, and organizational elements of a job that support goal achievement, reduce stress, and promote employee development (Yang et al., 2018; Li et al., 2023). These can exist at different organizational levels, such as structural (e.g., salary, job security), interpersonal (e.g., support from coworkers and supervisors), positional (e.g., decision-making involvement), and task-specific (e.g., autonomy, skill variety) (Ariza-Montes et al., 2016; Wingerden et al., 2016; Cao et al., 2020; Gamage, 2021). Employees are generally driven to maintain and build these resources to sustain performance and well-being (Demerouti & Bakker, 2011; Lesener et al., 2020). Familial support, though external, is a key personal resource that helps employees manage work demands, fosters autonomy and belonging, and enhances learning and growth—particularly for working women (Bakker, 2015; Kelly et al., 2014; Bakker & De Vries, 2020; Chen et al., 2020; Hämmig, 2017).

Process

In the Resource-Process Model, the "process" refers to how resources affect outcomes, either negatively (e.g., stress, low performance) or positively (e.g., motivation, engagement) (Kennedy, 2015; Bakker & Demerouti, 2017). Effective use of resources enhances sustainability and direction of outcomes (Landqvist & Schad, 2022; Aima et al., 2017). Supportive work environments, including family support, promote personal effort and resilience, particularly by strengthening mental well-being in working women (Bakker et al., 2007; Kim & Wang, 2018; Park, 2018; Hara et al., 2021). Emotional and practical support helps buffer job stress, contributing to better psychological health and workplace enthusiasm (Keyko et al., 2016; Orgambídez-Ramos et al., 2014; Mills & Fullagar, 2017).

Outcome

Outcomes result from the interaction between resources and processes, with positive pathways leading to improved performance, job satisfaction, and reduced emotional exhaustion (Shevchuk et al., 2018; Hara et al., 2021; Kaiser et al., 2020). Enhanced mental well-being boosts focus, decision-making, and engagement (Lesener et al., 2019; Bakker & Demerouti, 2018). Psychological aspects, more specifically attitude, are essential—positive attitudes facilitate adaptive coping, whereas negative attitudes may result in burnout and reduced productivity (Zhou et al., 2022; Stephan, 2018; Hernandez, 2018; Vander Elst et al., 2017; Lupsa et al., 2019). The model highlights how family support indirectly enhances productivity by improving mental health among working women (Harandi et al., 2017; Uddin et al., 2023).

Literature Review and Hypotheses Development

The intersection of work productivity, mental stress, and family support is a delicate and intricate field of research, particularly in the context of working women's lives (Malik et al., 2023). The literature review presents the most important findings of several studies that establish the relationship between family support, mental stress, and work productivity as interdependent variables, thus laying the groundwork for the hypothesis of the study:

Familial support and work productivity

Family support is a complex construct assigned to multiple work-related factors. Empirical data from the JD-R model reveal the complexity of family support, as it parallels manager support at work in alleviating exhaustion and boosting performance (Mudrak et al., 2018; Xu, 2017). It grants workers autonomy in managing workload overload and performance expectations above the norm (Baeriswyl et al., 2016; Charoensukmongkol et al., 2016; Charoensukmongkol & Phungsoonthorn, 2021). Researchers also classify family support as a core motivational work resource, providing emotional resilience and intrinsic motivation (Martínez-Díaz et al., 2020; Guenzi & Nijssen, 2021; Angulo & Osca, 2012; Demerouti & Bakker, 2011; Fernet et al., 2013). This support meets significant motivational requirements, triggers success, and enhances inter-workplace relations and reduces work stresses (Kanfer et al., 2017; Maduka & Okafor, 2014; Cortese et al., 2010; Biggs et al., 2014). Overall, family support increases productivity and ensures a healthy workplace due to its consistent and adaptable nature (Asbari et al., 2020; Lacity et al., 2016; Chan et al., 2016).

Particularly in Pakistan, family members' support, co-workers' support, and managers' support is crucial for working women as it provides balance between work and family (Uddin et al., 2023; Urooj et al., 2023; Solat et al., 2020; Syed et al., 2022; Amin & Malik, 2017). It enables them to utilize job resources to their maximum potential and perform at their best capabilities to the fullest capacity (Sarwar & Imran, 2019; Yasir et al., 2019; Urooj et al., 2023). In short, all this literature sought to build the following hypothesis:

H1. Support from family has a positive effect on the work productivity of working women.

Familial support and mental well-being

Mental well-being results from a balance between one’s internal and external environments. When harmony exists between these two, individuals experience positive mental health and constructive thought patterns (Mushtaque et al., 2022). However, any imbalance can disrupt mental well-being and lead to negative cognitive changes (Sagone & De Caroli, 2014; Masood et al., 2014).

In the workplace, mental health is closely tied to both family and work dynamics, which influence each other in several ways—positively or negatively, directly or indirectly (Palumbo, 2020; Obrenovic et al., 2020; Laeeque, 2014). Much of the research emphasizes the negative impacts that arise when there is conflict between family and work roles (Wöhrmann et al., 2020; Kossek & Lee, 2017).

Some studies, however, highlight the benefits of job-family enrichment, where family support boosts job satisfaction and well-being (Kalliath et al., 2018; Afzal & Farooqi, 2014). Supportive family roles contribute to improved mental peace, psychological stability, and overall life satisfaction (Baum, 2016; Chan et al., 2016). Familial support leads to both instrumental benefits, such as improved mental health, increased motivation, and reduced stress, and affective outcomes, which are shaped by external circumstances (Brooks et al., 2018; Kim et al., 2019).

In the Pakistani context, research indicates that positive work attitudes are often associated with strong family support, whereas a lack of such support is linked to negative work attitudes and lower mental resilience (Khokher & Beauregard, 2014; Shah, 2023). This study, therefore, highlights the essential role of mental well-being in the lives of working women in Pakistan. In consideration of the existing or nonexistence of support of family and consequent mental status of working women. The following hypothesis was drawn up:

H2. Support from family increases the mental well-being of working women.

Mental well-being and work productivity

Mental well-being has long been recognized as essential to employee success and organizational health. It not only inspires individual productivity and performance (Hewett et al., 2018; Kim et al., 2019) as well as client satisfaction (Sharma et al., 2016) and employee loyalty (Tisu et al., 2020), but also proactive workplace behavior (Mousa et al., 2020). The data repeatedly demonstrate that happier workers perform more effectively than their less content coworkers (DiMaria et al., 2020; Bellet et al., 2023).

Good mental and physical health motivates employees to excel, leading to higher achievement and effort (Huang et al., 2016; Bryson et al., 2017). Studies also suggest that mental well-being helps workers stay committed, productive, and better equipped to handle job tasks (Mousa et al., 2020). It is a key factor in accessing and using personal resources, which in turn fosters job satisfaction, motivation, and growth (Choi & Ha, 2018; Zhao et al., 2018).

From an organizational standpoint, workers with strong mental health contribute more effectively and apply problem-solving skills more consistently (Tabaj et al., 2015; Arefin et al., 2021). In Pakistan, psychological empowerment is associated with improved mental well-being, which in turn enhances job performance and efficiency (Suleman et al., 2021; Shahzad et al., 2017). However, many working women in Pakistan face challenges in managing family and job demands, leading to stress, reduced enthusiasm, and lower job satisfaction (Khan & Qureshi, 2018; Mahmood et al., 2018). This study, therefore, focuses on addressing and supporting the mental well-being of working women (Mushtaque, Rizwan, et al., 2021). In short, the following hypotheses were formulated to address this issue among working women in Pakistan:

H3. Mental well-being is the positive determinant of work productivity among working women.

Mental well-being as a mediator between familial support and work productivity

Family support, mental well-being, and job performance are closely linked and mutually reinforcing (Fox et al., 2022; McNall et al., 2010). The biopsychosocial model emphasizes how both internal and external factors, such as emotional stability and family relationships, influence work outcomes (Rosignoli et al., 2022; Doyle, 2020). Strong family support improves mental health, which in turn enhances job performance and stress management (Novikova et al., 2019). In contrast, suboptimal mental health generally results in decreased productivity and strained family relationships (Torp et al., 2018; Dishop et al., 2019).

Spillover theory identifies the mechanism by which stress in domestic life can negatively impact work, leading to burnout and job dissatisfaction (Grzywacz & Marks, 2000). This is seen in traditional gender role cultures such as Pakistan, where conflict between work and family lowers the efficiency of women at work (Hanif & Naqvi, 2014; Suleman et al., 2018). Researchers suggest that organizational policies focused on mental health and family support

can enhance the working experience of women (Haque et al., 2016; Ehsan & Ali, 2019). Based on plausible grounds, the following research hypothesis was developed:
H4. Mental well-being positively mediates the relationship between familial support and work productivity.

Methodology

Procedure and Participants

This study employed a survey design to investigate the relationship between family support, mental well-being, and job effectiveness among working women in Punjab, Pakistan, specifically female schoolteachers in the education department. A sample size of 160 participants was determined using G*Power to provide sufficient statistical power. Participants were recruited through purposive sampling, a method that facilitates targeted and deliberate selection.

Instrumentation

To construct an ideal tool based on the Resource-Process Model, 30 questions were developed, emphasizing family support, mental pressure, and productivity at work, particularly from the perspective of women. After expert verification, the instrument was pilot-tested on 50 Pakistani working women, and data were verified through Exploratory Factor Analysis for reliability and consistency.

Exploratory Factor Analysis (EFA)

To confirm the research instrument, an Exploratory Factor Analysis (EFA) using Principal Component Analysis (PCA) and Varimax rotation was performed. Kaiser-Meyer-Olkin (KMO) measure was 0.811 (see Table 1), reflecting sufficient sampling, and Bartlett's Test of Sphericity was significant ($p < .001$), which reflected sufficient item intercorrelations for factor analysis (Hair et al., 2006).

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.811
Bartlett's Test of Sphericity	Approx. Chi-Square	1168.388
	df	253
	Sig.	.000

The eigenvalue was greater than 1, and factors with four components were extracted in six iterations, accounting for 19.56%, 14.99%, 13.47%, and 11.29% of the variance, respectively. Those items that had factor loadings of less than 0.60 or exhibited high cross-loadings were eliminated to reduce the number of items and avoid duplication (see Table 2). The final instrument comprised 22 items, each with acceptable factor loadings (greater than 0.60) and strong internal consistency (Cronbach's alpha greater than 0.70) (Hair et al., 2012).

Table 2. Factor Analysis Result

Items	Factor Loading	Cronbach's Alpha	% of Variance
Factor 1. Work Productivity		0.872	19.560
work10 I am satisfied with the pace of my work	.785		
work8 I have a say in the work that is assigned to me.	.746		
work9 The targets given to me are achievable	.740		
work5 I have enough time to complete my work	.735		

Items	Factor Loading	Cronbach's Alpha	% of Variance
work3 I have an appropriate amount of work that has been assigned to me	.692		
work11 I have what I need to perform well at work	.665		
work4 My work is interesting	.620		
work6 I have time to rest outside the work	.617		
Factor 2. Non-supportive Family		0.825	14.993
fam11 I am physically beaten, kicked or slapped by family members	.820		
fam13 My partner threatens children or family members in anger	.804		
fam12 My parents ignore me during my hard time	.799		
fam14 My partner built a toxic environment	.761		
fam6 My partner physically forced me to do intercourse	.624		
Factor 3. Familial Support		0.798	13.470
fam10 My partner defends me in my hard times	.817		
fam2 I can manage work and family equally side by side without any hurdle	.720		
fam4 My parents support my decision	.650		
fam9 I have a good family-work balance	.635		
fam5 My in-laws are cooperative and help in my work	.628		
Factor 4. Mental well-being (-ve)		0.725	11.292
fam17 I feel stressed from my job	.722		
work1 I have a hard time relaxing	.713		
fam1 I feel stressed due to my family duties	.696		
work12 Family stress affects my work negatively	.677		

The four extracted factors were:
1) Work Productivity (α = .872) – 8 items covering job satisfaction elements such as workload, pace, autonomy, and rest. 2) Non-supportive Family (α = .825) – 5 items addressing family-based aggression, toxicity, and neglect. 3) Familial Support (α = .798) – 5 items measuring emotional and practical support from family, aiding work-life balance from family, aiding work-life balance and 4) Mental Well-being (α = .725) – 4 reverse-coded items capturing psychological strain due to work-family stressors.

Procedure and Data Analysis
Data was collected through Google Forms distributed via social media and personal outreach. The analysis consisted of three stages: testing parametric assumptions, conducting Confirmatory Factor Analysis (CFA), and employing Structural Equation Modeling (SEM) via SmartPLS 4 to assess both direct and indirect relationships within the data.

Results

Parametric Assumptions
To ensure data suitability, parametric assumptions were evaluated. No outliers were detected, as all Mahalanobis Distance values were above the critical threshold ($p > .001$), indicating data integrity (Mertler & Vannatta, 2016). Linearity was confirmed through scatterplots showing consistent patterns between variables (Garson, 2012) (see Figure 1). Levene's Test for normality ($F = 0.656$, $p = 0.879$) supported a normal distribution (Tabachnick, 2013), while

homoscedasticity was validated through Partial Eta Squared values ranging from 0.556 to 0.822 (see Table 3).

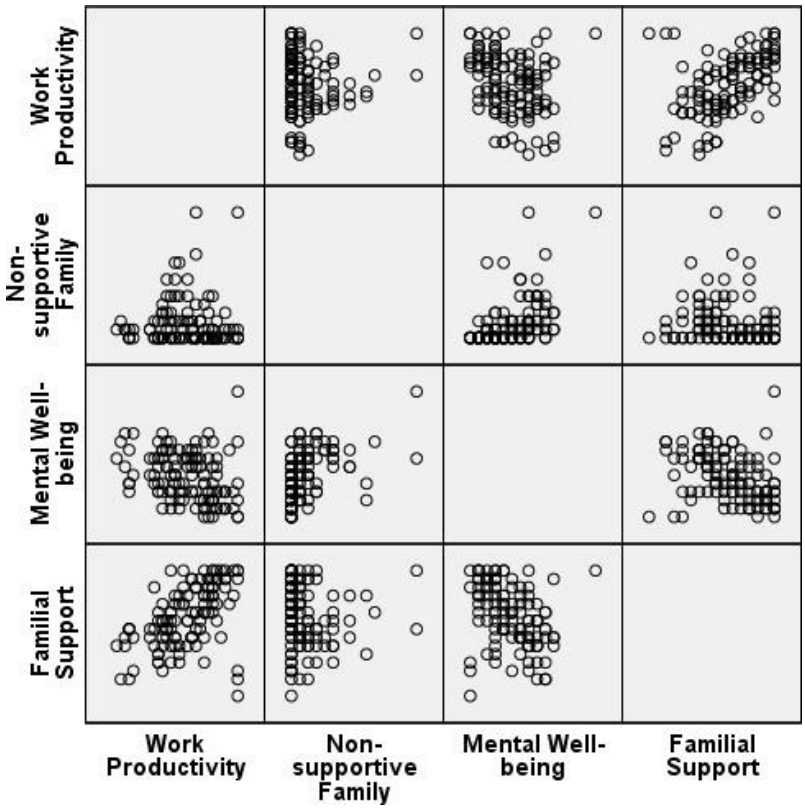

Figure 1. Scatter Matrix representing Linearity between Non-supportive Family, Familial Support, Mental Well-being, and Work Productivity

Table 3. Tests of Between-Subjects Effects between Non-supportive Family, Familial Support, Mental Well-being, and Work Productivity

Source	Variable	Type III Sum of Square	df	Mean Square	F	Sig.	Partial Eta Squared
Coreected Model	Mental Stress	3.710	10	0.371	1.627	0.203	0.556
	Familial Support	13.711	14	0.979	4.294	0.006	0.822
	Non-supportive Family	4.245	8	0.531	2.326	0.085	0.589

R Squared = .949 (Adjusted R Squared = .551)

Confirmatory Factor Analysis

CFA using SmartPLS 4 confirmed the factor structure from EFA. The Measurement model is presented in Figure 2.

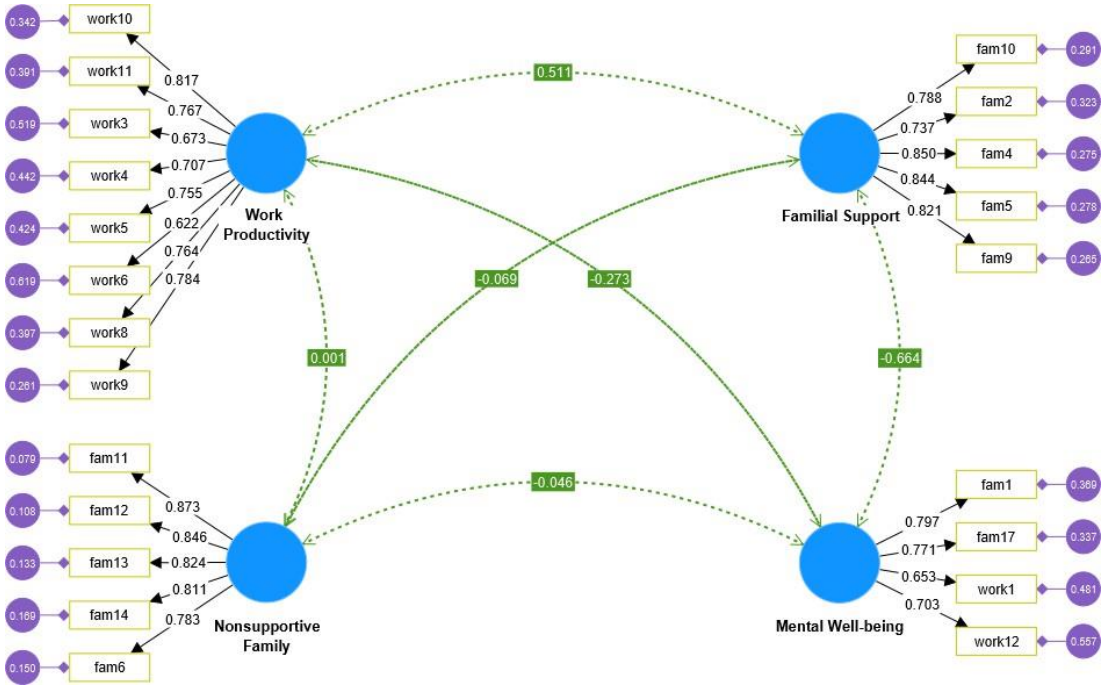

Figure 2. Measurement Model

Most item loadings exceeded 0.70, with a few slightly lower values that were theoretically justified (Hair et al., 2018; Benitez et al., 2020). Construct reliability was strong, with Cronbach's alpha values ranging from 0.755 to 0.925, indicating acceptable to excellent internal consistency (Hair et al., 2018; Hoelzle & Meyer, 2013). Average Variance Extracted (AVE) values were all above 0.50, confirming convergent validity (Hair et al., 2019; Nunnally & Bernstein, 1994) (see Table 4).

Table 4. Outer Loading, Construct Reliability & Validity

Items	Outer Loading	Composite reliability	Average Variance Extracted (AVE)
Factor 1. Work Productivity		0.787	0.536
work10 I am satisfied with the pace of my work	0.817		
work8 I have a say in the work that is assigned to me.	0.764		
work9 The targets given to me are achievable	0.784		
work5 I have enough time to complete my work	0.755		
work3 I have an appropriate amount of work that has been assigned to me	0.673		
work11 I have what I need to perform well at work	0.767		
work4 My work is interesting	0.707		
work6 I have time to rest outside the work	0.622		
Factor 2. Non-supportive Family		0.755	0.573
fam11 I am physically beaten, kicked or slapped by family members	0.873		
fam13 My partner threatens children or family members in anger	0.824		
fam12 My parents ignore me during my hard time	0.846		
fam14 My partner built a toxic environment	0.811		

Items	Outer Loading	Composite reliability	Average Variance Extracted (AVE)
fam6 My partner physically forced me to do intercourse	0.783		
Factor 3. Familial Support		0.925	0.755
fam10 My partner defends me in my hard times	0.788		
fam2 I can manage work and family equally side by side without any hurdle	0.737		
fam4 My parents support my decision	0.850		
fam9 I have a good family-work balance	0.821		
fam5 My in-laws are cooperative and help in my work	0.844		
Factor 4. Mental well-being (-ve)		0.847	0.586
fam17 I feel stressed from my job	0.771		
work1 I have a hard time relaxing	0.653		
fam1 I feel stressed due to my family duties	0.797		
work12 Family stress affects my work negatively	0.703		

Discriminant validity was also confirmed using both the Fornell-Larcker criterion and HTMT ratios, all of which were below the 0.85 threshold (Franke & Sarstedt, 2019). (see Table 5).

Table 5. Discriminant Validity Results

Fornell and Larcker Criterion (1981)				
	Familial Support	Mental Well-Being	Non-supportive Family	Work Productivity
Familial Support	0.732			
Mental Well-Being	0.474	0.757		
Non-supportive Family	-0.100	-0.216	0.869	
Work Productivity	0.521	0.423	-0.036	0.697
Hetrotrait-Monotrait Ratio (HTMT)				
	Familial Support	Mental Well-Being	Non-supportive Family	Work Productivity
Familial Support				
Mental Well-Being	0.564			
Non-supportive Family	0.259	0.200		
Work Productivity	0.609	0.530	0.209	

The measurement model is presented in Figure 2, demonstrating a good fit: $\chi^2/df = 2.98$, RMSEA = 0.078, CFI = 0.908, SRMR = 0.075, NFI = 0.806, and TLI = 0.895—all within acceptable ranges (Hair et al., 2019) (see Table 6).

Table 6. Model Fit Result

	Estimated Model	Threshold Limit
Chi-square (X^2)	345.924	

Chi-square (X^2)/df	2.982	1 - 3 (Excellent)
p-value	0.000	p>0.05
Number of model parameters	50	
Number of observations	116	
df	203.0	
RMSEA	0.07	0.05 to 0.08 (Acceptable)
CFI	0.908	<0.95 (Acceptable)
SRMR	0.075	<0.08 (Acceptable)
NFI	0.806	> 0.60 (Excellent)
TLI	0.895	≥0.90 (Excellent)

Structural Equation Model

The structural equation model was developed following the study hypotheses as demonstrated in Figure 3 below:

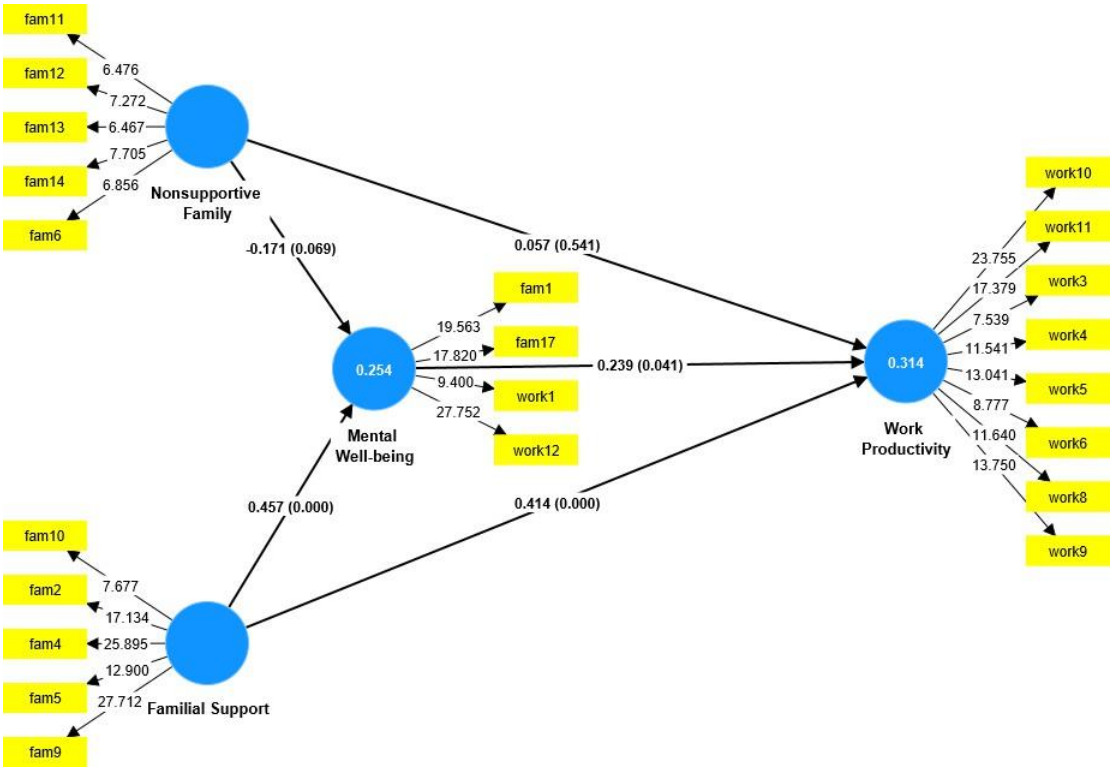

Figure 3. Structural Equation Model (Non-supportive Family, Familial Support, Mental Well-Being, and Work Productivity)

R^2 values in Table 7 indicated that 25.4% of the variance in mental well-being and 31.4% in work productivity were explained by the model's predictors (Henseler et al., 2009).

Table 7. R-square Estimations

	R-square	R-square Adjusted
Mental Well-Being	0.254	0.245
Work Productivity	0.314	0.301

Effect sizes (F^2) in Table 8 ranged from 0.005 to 0.278, suggesting small to moderate influence levels (Chin, 1998; Gignac & Szodorai, 2016).

Table 8. F Square (Effect Size)

	F-square
Familial Support →Mental Well-Being	0.278
Familial Support → Work Productivity	0.193
Mental Well-Being →Work Productivity	0.062
Non-supportive Family →Mental Well-Being	0.039
Non-supportive Family → Work Productivity	0.005

Predictive power was assessed via PLS-SEM and linear model MAE comparisons, indicating moderate predictive validity for mental well-being and more substantial predictive accuracy for work productivity (Shmueli et al., 2019).

Table 9. Predictive Model Estimations

	Q^2predict	PLS-SEM (MAE)	LM (MAE)
Mental Well-Being			
Fam1	0.162	0.717	0.738
Fam17	0.121	0.644	0.647
Work1	0.007	0.729	0.727
Work12	0.135	0.707	0.698
Work Productivity			
Work10	0.127	0.811	0.828
Work11	0.239	0.696	0.701
Work3	0.047	0.826	0.779
Work4	0.156	0.740	0.749
Work5	0.101	0.816	0.837
Work6	0.076	0.869	0.812
Work8	0.050	0.891	0.859
Work9	0.116	0.648	0.665

Hypotheses Testing

The structural model assessment underlies the analysis of the insignificant or significant paths between mental well-being, familial support, and work productivity. The direct and indirect effect hypotheses in the SEM model are explained, along with the significance level, as suggested by Hair et al. (2017). Table 10 and Figure 3 provide a step-by-step explanation of the path analysis results for the current structural model.

Table 10. Structural Model Results

Hypothesis	Path	Path coefficient (β)	Standard Deviation	t-statistics	p-value	Inferences
H1	Familial Support →Mental Well-Being	0.457	0.072	6.373	0.000	Accepted
	Non-supportive Family → Mental Well-being	-0.171	0.094	1.821	0.069	
H2	Familial Support → Work Productivity	0.414	0.093	4.432	0.000	Accepted

	Non-supportive Family → Work Productivity	0.057	0.093	0.611	0.541	
H3	Mental Well-Being →Work Productivity	0.239	0.117	2.044	0.041	Accepted
H4	Familial Support → Mental Well-Being→Work Productivity	0.109	0.053	2.054	0.040	Accepted
	Non-supportive Family → Mental Well-Being→Work Productivity	-0.041	0.032	1.263	0.207	

Direct Effects

H1 states that familial support has a positive effect on mental well-being. Regarding the familial support variable, the structural model includes two constructs to explain H1: 'Familial support' and 'Non-supportive Family'. A significant positive path coefficient was found between familial support and mental well-being ($\beta = 0.457$, $p < 0.001$). In contrast, a negative coefficient was observed between non-supportive family and mental well-being ($\beta = -0.171$, $p = 0.069$) (see Figure 3), which supported the Hypothesis 1 statement that familial support strengthens mental well-being or vice versa, leading to the acceptance of H1. The second hypothesis concerns the increase in work productivity resulting from familial support. Results showed that familial support had a significant path coefficient about work productivity ($\beta = 0.414$, $p < 0.001$). On the other hand, non-supportive families had an insignificant effect on work productivity. Hence, H2 was accepted. Hypothesis H3 comprises a positive association between mental well-being and work productivity. Statistics revealed a significantly positive path coefficient between mental well-being and work productivity ($\beta = 0.239$, $p = 0.041$). Hence, the H3 was accepted.

Indirect Effects

Indirect effects comprised the presence of Mental well-being as a mediator between familial support and work productivity. Table 10 results revealed a significantly positive indirect effect of the independent variable (Familial Support) on the dependent variable (Work Productivity) ($\beta = 0.414$, $p = 0.040$). Since the path coefficient significantly lowers in the indirect relationship (0.109) as compared to the direct relationship (0.414), the mediation was confirmed and the H4 was accepted: "Mental well-being mediates the relationship between familial support and work productivity".

Discussion

This study investigated the impact of familial support on the mental well-being and productivity of working women in the education sector. The hypotheses formed are based on the Resource-Process Model within the JD-R theoretical framework presented by Demerout et al. (2001). The findings revealed a strong link between familial support and mental well-being (H1), and the literature consistently supports that link. According to Kalliath et al. (2018), family support is beneficial for managing job stress and enhancing women's mental health at work. Meanwhile, the importance of family support is acknowledged, as it creates a balance between work and family life. It was also found that family support is connected to higher work productivity. This aligns with the Resource-Process Model, which suggests that job resources, such as family

support, contribute to improved work behaviors and increased productivity. So, family support is not just about emotional help; it is like a toolbox of resources that helps women succeed in their jobs (Lesener et al., 2019). According to McNall et al. (2010) meta-analysis, social support, especially familial support, plays a significant role in reducing the adverse effects of stress on mental health. According to Hewett et al. (2018), family members' emotional and practical support promote resilience, security, and connectedness, all of which lead to a happy mental state (Mushtaque, Waqas, et al., 2021).

Like that, this study challenges the idea of keeping work and family life separate. It was an argument for understanding how personal factors, like family support, influence productivity in the modern workplace (see H2). Supportive family environments have been linked in several studies to reduced stress levels (Lesener et al., 2019), higher job satisfaction (Pedersen & Minnotte, 2012), and enhanced mental health (Savaya et al., 2021). These outcomes are all known to positively impact an individual's ability to function effectively at work. In addition, family members' practical and emotional support lays the groundwork for improved resilience, a better work-life balance, and overall job success (Hassan, Luo, et al., 2022). Thus, the literature strongly suggests that family support is significant in boosting work productivity. Additionally, Lupsa et al.'s (2019) meta-analysis revealed a positive correlation between career achievement and mental well-being. These results demonstrate the importance of mental health in fostering a work culture that promotes high productivity. Thus, a positive relationship was established between work productivity and mental well-being (see H3). This is supported by the JD-R Model, which suggests that happy and mentally healthy workers perform better (Martínez-Díaz et al., 2020; Guenzi & Nijssen, 2021).

Furthermore, the research extended the examination to demonstrate the significant contribution of family support to the maintenance of psychological well-being among working women and to enhance the quality of their work (H4). Similarly, findings from studies have emphasized the importance of maintaining the psychological well-being of employees by companies. There are additional productivity enhancements resulting from improvements in mental wellbeing (Sarwar & Imran, 2019; Heikkinen et al., 2014), such as reduced stress, increased job satisfaction, and lower burnout (Ion & Duran, 2013; Saleem & Ajmal, 2018).

Conclusion

The study highlights the central role of family support in improving both work performance and mental health among working women. There was a significant association between family support and improved mental health, and hence corresponding work performance. The mediation analysis confirmed that mental well-being fully mediates the relationship between family support and productivity, aligning with the Resource-Process Model within the Job Demands-Resources (JD-R) framework (Demerouti et al., 2001). These findings suggest that fostering family support and mental health initiatives can substantially benefit organizational outcomes and employee well-being.

Limitations

However, the research is limited by its focus on a specific group of working women at a single point in time. Future studies should adopt longitudinal and cross-cultural approaches to capture broader variations and contextual influences.

Study Implications and Future Research Recommendations

Despite these limitations, the study makes a significant contribution to both theory and practice by shedding light on how familial support affects workplace outcomes, particularly for East Asian women. It recommends shifting from traditional gender norms toward shared family responsibilities and implementing inclusive, family-friendly policies across sectors. Initiatives such as flexible work options, childcare support, and mental health programs are suggested to help women balance personal and professional roles (Bakker & Demerouti, 2007). These

strategies can foster a more equitable and supportive work environment, enabling women to thrive in all aspects of their lives.

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