



The Influence of Leadership Support on Employee Financial Performance: The Mediating Role of Organizational Commitment

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ABSTRACT

This study examined the influence of leadership support on employee financial performance and investigated the mediating role of organizational commitment among employees working in Habib Bank Limited (HBL), United Bank Limited (UBL), and Meezan Bank Limited in Pakistan. A quantitative cross-sectional research design was employed, and data were collected from 145 employees using a convenience sampling technique. Data were gathered through a self-administered structured questionnaire based on a five-point Likert scale. The collected data were analyzed using reliability analysis, Pearson product-moment correlation, regression analysis, independent-samples t-test, one-way ANOVA, and mediation analysis using bootstrapping. The findings showed a significant positive relationship between leadership support and organizational commitment ($r = .624, p < .001$). Leadership support significantly predicted employee financial performance ($\beta = .671, p < .001$) and explained 45.0% of its variance ($R^2 = .450$). Significant differences in employee financial performance were found across gender ($t = 2.31, p = .021$), age ($F = 6.84, p < .001$), education ($F = 4.73, p = .003$), work experience ($F = 6.19, p < .001$), and job position ($F = 7.63, p < .001$). Mediation analysis further demonstrated that organizational commitment significantly mediated the relationship between leadership support and employee financial performance, with a significant indirect effect and a bootstrap confidence interval that did not include zero. These findings indicate that leadership support can influence employee financial performance by creating a supportive work environment and strengthening employees' psychological attachment to their organizations. The study highlights the importance of supportive leadership practices in strengthening employee commitment, enhancing work-related performance, and contributing to organizational financial objectives. The findings may assist managers and human resource professionals in developing workplace strategies that promote effective leadership, organizational commitment, and improved employee performance. The study further contributes to organizational research by integrating leadership support, organizational commitment, and employee financial performance within a single explanatory framework.

Introduction

Employees' performance is not just dependent upon their ability, but also what they are led, encouraged, resourced and supported by their leaders. Leadership support has become an important organizational factor. Leaders provide support to employees to

ensure they know what is expected of them, how to resolve issues that may arise in the workplace and how to stay motivated when dealing with challenging tasks. Inspecting the previous studies, it is found that supervisory support is positively related to employee performance and a number of positive work attitudes, which implies that employee performance may be enhanced when the supervisor is supportive (Talukder, 2026).

The performance of the employees is also relevant in terms of the financial results of the organization, as they work on the organization's productivity, efficiency, service quality, generation of revenues and proper utilization of the resources of the organization. Supervisory support, especially, has been shown to be related to employee performance and organizational commitment, and organizational commitment has been related to employee performance (Zeb et al., 2025). Leadership support is therefore an important organizational factor and employees' financial performance is considered an outcome that quantifies employees' contribution to financially relevant organizational objectives (Chammas et al., 2019).

Leadership support is the degree to which the employee feels that his/her leader or supervisor helps, guides, recognizes, encourages and considers his/her needs related to his/her work. Supportive leadership can assist employees to face challenges, acquire resources and comprehend that the specific role that they play helps the organization reach its goals. Consistently, research shows that when supervisors are concerned about their employees' contributions and well-being, they respond positively to their supervisors' actions Sürücü et al., 2022).

From a different angle, from Social Exchange Theory, leadership support can be seen as the positive treatment that is given in relationships in the workplace, which will elicit a reciprocal response from employees. Leaders can help staff feel more responsible and willing to commit to the organisation by providing support and assistance. Empirical studies also show that supervisor support can also boost employee performance psychologically and attitude-wise such as organizational commitment and other positive employee states (Kolodinsky et al., 2018).

Employee Financial Performance

Employee financial performance refers to the extent to which employees' work-related behaviors, productivity, efficiency, and achievement of assigned objectives contribute to the financial and operational outcomes of an organization. Although financial performance is traditionally examined at the organizational level through indicators such as profitability, revenue growth, cost efficiency, and productivity, employees play an important role in generating these outcomes through their daily tasks and decisions. Individual performance encompasses both task performance and contextual performance, meaning that employees contribute not only through the completion of formal job responsibilities but also through behaviors that support the wider functioning of the organization (Nufus et al., 2020). In this context, employee financial performance can be understood as a work-related construct reflecting how effectively employees utilize organizational resources, accomplish performance targets, maintain productivity, and contribute to financially relevant organizational objectives.

The importance of employee financial performance becomes particularly evident in organizations where employee activities are directly connected with revenue generation, cost control, customer service, operational efficiency, and achievement of institutional targets. Employees who demonstrate higher productivity and efficiency can contribute to better utilization of organizational resources and improved attainment of organizational goals. Conversely, ineffective work behaviors, low productivity, poor resource utilization, and failure to achieve assigned targets may negatively affect organizational efficiency and financial outcomes. Therefore, employee financial performance should not be viewed exclusively as an individual-level outcome but as an important mechanism through which human resources can influence broader organizational effectiveness. From this perspective, understanding the factors that strengthen employee performance is essential for organizations seeking to improve both operational outcomes and financially relevant results.

Leadership support is particularly important in shaping employee performance because supervisors and organizational leaders influence employees through guidance, communication, recognition, resource provision, and assistance in dealing with workplace difficulties. Supportive leadership can provide employees with the psychological and organizational resources necessary to perform their responsibilities effectively. Previous research has reported a positive relationship between supervisor support and employee performance, suggesting that employees who perceive greater support from their supervisors are more likely to demonstrate favorable work outcomes (Hatane, 2015). Leadership support may also strengthen employees' organizational commitment by creating a work environment in which employees feel valued, respected, and connected to the organization. Stronger organizational commitment, in turn, can encourage employees to invest greater effort in their work and remain engaged with organizational objectives. Consequently, examining employee financial performance alongside leadership support and organizational commitment

provides a broader understanding of how organizational relationships and employee attitudes may contribute to financially relevant work outcomes.

Within the present study, employee financial performance is therefore positioned as an important outcome of supportive organizational relationships and employee psychological attachment. The proposed relationship assumes that effective leadership support can improve employees' performance directly while also contributing indirectly through organizational commitment. When employees perceive that their leaders provide adequate support and demonstrate concern for their professional needs, they may develop stronger commitment toward the organization and become more willing to exert effort toward achieving organizational goals. This perspective provides a theoretical basis for examining organizational commitment as a mediating mechanism between leadership support and employee financial performance. Such an approach can contribute to a more comprehensive understanding of employee performance by connecting leadership practices, employee attitudes, and financially relevant workplace outcomes within a unified organizational framework.

Organizational Commitment

Organizational commitment is the psychological bond and attachment with the organization that employees have. It indicates the level of positive feelings towards organization goals, attachment to the organization and willingness to continue the relationship with the organization. Traditionally, the concept has been looked at from the affective, continuance, and normative perspectives; affective commitment refers to employees' emotional attachment and identification with the organization (Klein et al., 2015). Organizational commitment is regarded as one of the key employee attitudes as it could affect employees' intentions to stay and to be engaged in achieving organizational goals.

The importance of leadership support in creating organizational commitment is attributed to the fact that supportive treatment by leaders could be seen as evidence that their employees' contributions are worth. These perceptions can help to foster employees' commitment to the organization and lead to positive attitudes from the organization in return. Empirical studies have supported the notion that there is a positive relationship between supervisor support and organizational commitment, including among those in the financial sector (Bulut et al., 2010).

Organizational commitment has been consistently linked to employee financial performance in numerous studies. Many studies have shown a strong relationship between the concept of organizational commitment and employee financial performance. The role of organizational commitment on employee performance is that an employee's commitment to their organization can give them motivation to work hard to achieve the organization's goals. The more they commit, the more they will persist, be responsible and willing to do more than is required. There is a significant amount of research literature that has identified that there is a positive relationship between organizational commitment and job performance, however this relationship can be different from one job to another and one organization to the next (Merry et al., 2017).

This connection is especially important if a worker's performance is linked to some sort of monetary organization benefit. The dedicated employees might be less inclined to be unproductive, use organizational resources appropriately and be more consistent in their efforts towards the achievement of the organizational goals. Results from the finance sector in particular showed that organizational commitment has a positive correlation with employee performance and was a part of the path between supervisor support and employee performance (Kaunang, 2020). So it is presumed that organization commitment would have positive effect on employee financial performance.

Mediating Role of Organizational Commitment

Organizational commitment provides an important mechanism for explaining how leadership support may influence employee financial performance. It generally refers to the extent to which employees identify with their organization, feel emotionally attached to it, and demonstrate willingness to remain within and contribute to the organization. Supportive leadership can strengthen these attitudes by providing employees with recognition, guidance, communication, resources, and interpersonal support. When employees perceive that organizational leaders value their contributions and respond to their workplace needs, they may develop a stronger sense of belonging and psychological attachment to the organization. Previous research has demonstrated a positive association between supervisor support and organizational commitment, indicating that supportive workplace relationships can contribute to stronger employee attachment and commitment (Almaaitah et al., 2020).

Supportive leaders can create favorable working conditions in which employees feel valued, respected, and adequately supported in accomplishing their responsibilities. Such supportive supervisory relationships have been associated with stronger affective

organizational commitment, indicating that employees may develop greater psychological attachment when they experience constructive support from their supervisors (Mishra & Ghosh, 2020; Xie et al., 2020). These experiences may enhance employees' affective and behavioral connection with the organization, encouraging them to devote greater effort toward organizational objectives. In turn, greater organizational commitment may increase employees' willingness to perform effectively, demonstrate sustained effort, use organizational resources responsibly, and achieve assigned targets. Empirical evidence further indicates that organizational commitment can play a mediating role between leadership-related factors and employee performance, suggesting that supportive leadership may improve performance partly by strengthening employees' commitment to the organization (Asbari et al., 2022; Chan et al., 2020). Accordingly, the effect of leadership support on employee financial performance may operate not only through a direct pathway but also indirectly through organizational commitment, making commitment an important explanatory mechanism in understanding how supportive leadership is translated into improved employee performance.

Research Objectives

- To examine the relationship between leadership support and organizational commitment among employees.
- To determine the impact of leadership support on employee financial performance.
- To examine the relationship between organizational commitment and employee financial performance.
- To investigate the mediating role of organizational commitment in the relationship between leadership support and employee financial performance.

Research Questions

1. What is the relationship between leadership support and organizational commitment among employees?
2. What is the impact of leadership support on employee financial performance?
3. What is the relationship between organizational commitment and employee financial performance?
4. Does organizational commitment mediate the relationship between leadership support and employee financial performance?

Problem Statement

Financial performance of the employees is a concern in today's competitive organizational environment because employees' contribution in terms of productivity, efficiency, generation of revenue and utilization of organizational resources would be affecting the overall organizational outcomes. But the financial outcomes of employees might also be impacted by the way they're supported by their leaders. When employees feel supported by their leaders, they might have the ability to execute their roles more efficiently, through guidance, resource provision, encouragement, recognition, and assistance. Concurrently, the leadership support can enhance employees' organizational commitment, and such commitment can foster greater commitment, responsibility, and willingness to engage in organizational efforts for organizational goals (Patiar et al., 2016). While there are several studies that have looked at the relationship of leadership support and organizational commitment and employee performance, the link between leadership support, organizational commitment and employee financial performance has not been examined. In this regard, the current study aims at the impact of leadership support on employee financial performance and to see if the organizational commitment is a mediator between leadership support and employee financial performance (Desky et al., 2020).

Significance of the Study

This study is significant because it provides a clearer understanding of how leadership support can contribute to employee financial performance and how organizational commitment may explain this relationship. The findings may help organizational leaders and managers recognize the importance of providing appropriate guidance, encouragement, recognition, and support to employees in order to strengthen their commitment and improve their financially relevant work performance. The study may also provide useful insights for human resource professionals in developing leadership practices and workplace strategies that encourage employee commitment and productivity. From an academic perspective, the study contributes to the existing literature by examining organizational commitment as a mediating mechanism between leadership support and employee financial performance, thereby providing a basis for future researchers to further investigate these relationships in different organizational contexts.

Literature Review

Ng and Sorensen (2008) performed a meta-analytical review of the literature pertaining to perceived support in the workplace including research on supervisor and coworker support. They found that the support from supervisors was positively correlated with a number of positive work attitudes such as organizational commitment and job outcomes. This work is relevant for the current study because it has already been established that employees' perceptions of support from their supervisors can impact their attitudes and actions at work.

Edmondson and Boyer (2013) also reviewed literature to understand the relationship between perceived supervisor support and other factors, and concluded that there were positive relationships between perceived supervisor support, organizational commitment, job satisfaction and performance. Their meta-analytic evidence implies that supportive supervisory relationships can be an important organizational asset to help employees develop more positive attitudes and better work outcomes. Similarly, Haeckl et al., (2025), using a sample of 305 employees in the financial sector in Australia, concluded that supervisor support was positively related to employee performance and organizational commitment, which is particularly relevant to the context of the study conducted in this study.

The extant body of literature thus suggests that leadership support extends beyond interpersonal support to broader impacts on attitude and performance of employees. Supportive leaders can offer staff resources, guidance, recognition and encouragement that help support effective work behaviours. The literature also has some support that psychological processes in which leadership support is converted into employee outcomes may be important. This serves as a foundation for the evaluation of organizational commitment as a potential mediating factor between leadership support and financial performance of employees.

Leadership Support and Organizational Commitment

Waldan (2020) investigated the connection between supervisor support and organizational commitment of 305 workers in a financial services industry in Australia. The study was based on Social Exchange Theory and Conservation of Resources Theory, and examined supervisor support's correlations with the variables of work-family conflict, work-life balance, job satisfaction, and organizational commitment. The results indicated that supervisor support was a significant variable of the larger process that ultimately culminates in organizational commitment, and job satisfaction and work-life balance were positively correlated with organizational commitment.

A positive relationship between perceived supervisory support and organizational commitment was also reported by Saleem et al., (2017) in their meta-analysis. The results of their study support the claim that those who think their supervisors are more supportive are more likely to have a positive attitude toward their organizations. This relationship can be explained by using the theory of reciprocal exchange as the leaders may be giving their employees support which may convey that the employees are valued and respected by the leaders, thereby drawing the employee to the organization (Katper et al., 2020).

The findings of these studies offer ample support to the belief that there is a positive relationship between leadership support and organizational commitment. However, the relationship between supervisor support and other workplace factors has been the subject of much research, but not specifically an investigation of the impact of supervisor support variables on the proposed financial-performance model. This literature is extended by the present study which conceptualizes organizational commitment as an important psychological mechanism that connects the effect of leadership support to employee financial performance.

Organizational Commitment and Employee Performance

Jaramillo, Mulki and Solomon (2006) undertook a meta-analysis of 51 empirical studies, 61 effect sizes and 14169 participants from 14 countries to explore the link between organizational commitment and job performance. They found that there was a positive correlation between organizational commitment and job performance of the subjects, especially for sales staff. The study offers a broad empirical corroboration for the finding that organizational commitment of the employees is positively related with their performance.

Studies on supervisor support, commitment and performance have also yielded evidence of the relevance of organizational commitment to employee performance. The results showed that affective commitment was positively related to supervisor support and job performance, except for the relation between affective commitment and job performance, which was only present for affective commitment dimensions. (Soulen, 2003) More recently, Ramli, (2017) found that organizational commitment has a

positive relationship with employee performance in the financial sector, reinforcing the importance of organizational commitment in HR research related to performance.

Chammas et al., (2019) directly examined supervisor support and employee performance among employees in the financial sector. Their results showed that supervisor support had a positive relationship with employee performance and organizational commitment also had a positive relationship with employee performance. Furthermore, their research revealed that organizational commitment was one of the ways that supervisor support was linked to employee performance; this research is especially significant in the context of the present research.

In a meta-analysis, Mwangi et al., (2022) also concluded that there were positive connections between perceived supervisory support and performance. Their results show that those who are supported more by their supervisor will exhibit more positive performance results. In Pakistan, supportive leadership has also been studied with respect to employee performance, Aslam et al. found that supportive leadership can be significant in the association between the work place and employee performance.

Organizational Commitment as a Mediating Mechanism

The proposed mediation model gets stronger support from Ait Lamkademe et al., (2025) who studied the relationship of supervisor support, organizational commitment, and employee performance using the same empirical framework. They surveyed 305 financial-sector employees to determine how supervisor support and organizational commitment relate to employee performance, and they found that higher levels of supervisor support were associated with higher levels of organizational commitment and that higher levels of organizational commitment were associated with higher levels of employee performance. Their mediation analysis also revealed that organizational commitment had a significant mediation effect between supervisor support and employee performance.

Rodrigo et al., (2019) also found mediation with their meta-analysis showing that perceived supervisory support is positively related with organizational commitment and performance. The results suggested that these relationships between supportive supervision and employee outcomes could be multiple, thus supporting the consideration of psychological mechanisms between these variables. Likewise, Cheng et al. (2022) found, based on the results of a meta-analysis, that organizational commitment is positively associated with job performance in a wide variety of studies and countries in the world.

Combined with the literature, the pathway is quite logical: Leadership support increases organizational commitment; increased commitment increases employee performance. The results are particularly significant as they show a mediation process in the financial-sector context. The present study is unique, however, in that it looks at employee financial performance as the outcome variable. Hence, this study aims to build on the previous evidence by examining the role of organizational commitment as a mediating variable between the leadership support and financial performance of employees.

Research Gap

Although some studies have found that leadership and supervisor support can improve organizational commitment and employee performance, earlier research has generally examined these factors separately. Moreover, studies that have considered financial outcomes in the workplace have mostly focused on overall job performance rather than examining employees' financial performance as a specific outcome. For instance, meta-analytical studies have established positive links between perceived supervisors' support, organizational commitment, and job performance, and Pantih, (2024) has found a positive relationship between supervisors' support and organizational commitment via important employee-related variables. Likewise, studies have shown that organizational commitment is a positive force with respect to employee performance, and few studies have focused on whether organization commitment is a mediating role between leadership support and financially relevant employee outcomes (Astuty et al., 2020). Thus, there is a lack of research that explores employee financial performance, leadership support and organizational commitment in one combined model, especially when testing the mediation effect of organizational commitment. Filling this gap can help explain what kind of supportive leadership translates to at the individual employee level in terms of his or her financial performance, and can go beyond the types of outcomes that are typically studied by researchers (such as job performance, satisfaction and turnover).

Hypotheses

H1: Leadership support has a significant positive relationship with organizational commitment among employees.

H2: Leadership support significantly predicts employee financial performance among employees.

H3: Employee financial performance differs significantly across employees based on selected demographic characteristics.

H4: Organizational commitment significantly mediates the relationship between leadership support and employee financial performance.

Conceptual Framework

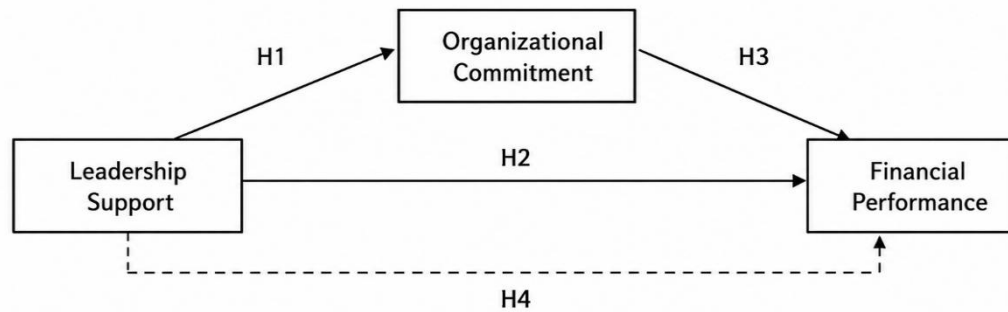


Fig 1: Conceptual Framework

Methodology

Research Design

The research design employed to test the influence of leadership support on employee financial performance and mediating role of organizational commitment is quantitative, cross-sectional research design. The study sought to measure the employee's perceptions of leadership support, the extent of organizational commitment and financial performance related work outcomes at a particular moment in time, so a survey method was used. The study variables were conceptualized in the study and the hypotheses were tested by appropriate statistical procedures.

Population of the Study

The population of the study comprised employees working in selected banking organizations in Pakistan, specifically Habib Bank Limited (HBL), United Bank Limited (UBL), and Meezan Bank Limited. The target population included employees occupying different job positions and representing diverse demographic and professional characteristics, including gender, age, educational level, and work experience. These employees were considered appropriate for the study because their daily work activities, interaction with organizational leadership, level of organizational commitment, and achievement of assigned performance targets are directly relevant to examining the relationship between leadership support, organizational commitment, and employee financial performance. From this population, a sample of 145 employees was selected through convenience sampling and included in the empirical analysis.

Sample Size and Sampling

A sample of 145 employees was selected from Habib Bank Limited (HBL), United Bank Limited (UBL), and Meezan Bank Limited in Pakistan using a convenience sampling technique. Respondents were selected based on their accessibility and willingness to participate in the study. Table 1 shows how respondents are spread across the participating institutions.

Table 1: Distribution of Respondents by Institution (N = 145)

Participating Institution	Frequency (n)	Percentage (%)
Habib Bank Limited (HBL)	49	33.8
United Bank Limited (UBL)	48	33.1
Meezan Bank Limited	48	33.1
Total	145	100.0

Data Collection Procedure

Data were gathered by using a self-administered, structured questionnaire. The questionnaire was given to the respondents and the respondents completed the questionnaire without the researcher making any notes or editing the answers. The self-administered method enabled employees to independently report their perceptions of support from leadership, organizational commitment, and employee financial performance. Respondents volunteered to participate, and were told the purpose of the study for academic research. The confidentiality of the information disclosed by the respondents was preserved during data collection.

Research Instrument

The main instrument of data collection was the structured questionnaire. The questionnaire was self-administered for the respondents and the items measured were developed based on existing constructs and previously validated measures. Leadership support was implemented using statements that recorded employees' experiences of being guided, assisted, considered, encouraged and supported by their leader or supervisor.

Organizational commitment was used via statements that demonstrate the employees' attachment, identification, and commitment to their organization. The conceptualization of organizational commitment was adopted from the well-developed theoretical framework, which proposed a three-component model of organizational commitment.

Employee financial performance was measured at the individual employee level by similar performance statements regarding employees' contribution to financially relevant organizational outcomes such as meeting work targets, employee productivity, efficient use of organizational resources, and contribution to organizational financial goals. This construct was thus considered as an employee-level performance outcome instead of an overall measure of organizational financial performance.

Each substantive question was given a five-point Likert response scale (1 = Strongly Disagree to 5 = Strongly Agree). It is a questionnaire that was pre-tuned, so it was clear, relevant and comprehensible before administration. Therefore, the study does not claim that the entire questionnaire was adopted from one previous study but rather a self-administered questionnaire was constructed based on the existing measurement construct.

Ethical Considerations and Quality Assurance

Ethical issues have been adhered to throughout the research process. The participants were notified of the purpose of the study and requested to volunteer in the study. They were told that the information they gave would only be used for academic purposes and that the information from each individual would not be shared with anyone outside of the group. It was not necessary to report any personally identifying information. The questionnaire was also pre-tested before the data collection to make sure that the statements were easy to understand and applicable to the study variables. Collected responses were checked for completeness before they were used in various other research procedures.

Table 2: Demographic Characteristics of the Respondents (N = 365)

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	211	57.8
	Female	154	42.2
	Total	365	100.0

Age	20–30 years	128	35.1
	31–40 years	111	30.4
	41–50 years	79	21.6
	51 years and above	47	12.9
	Total	365	100.0
Educational Qualification	Bachelor's degree	82	22.5
	Master's degree	154	42.2
	MPhil/MS	78	21.4
	PhD	51	14.0
	Total	365	100.0
Work Experience	1–5 years	126	34.5
	6–10 years	101	27.7
	11–15 years	78	21.4
	16 years and above	60	16.4
	Total	365	100.0
Job Position	Junior-level employee	137	37.5
	Middle-level employee	148	40.5
	Senior-level employee	80	21.9
	Total	365	100.0

The demographic features of the 365 respondents are shown in Table 2. In terms of gender, 211 respondents (57.8%) were male and 154 respondents (42.2%) were female, thus male respondents were a bit more in number. In terms of age, 128 respondents (35.1%) were between 20 and 30 years, 111 (30.4%) were between 31 and 40 years, 79 (21.6%) were between 41 and 50 years, and 47 (12.9%) were aged 51 years and above. Of all respondents, 82 (22.5%) held a Bachelor's, 154 (42.2%) held a Masters and 78 (21.4%) held an MPhil/MS while 51 (14.0%) held a PhD degree. Regarding work experience, 126 respondents (34.5%) had 1–5 years of experience, 101 (27.7%) had 6–10 years, 78 (21.4%) had 11–15 years, and 60 (16.4%) had 16 years or more of experience. Respectively, 137 (37.5%) respondents were at the junior level; 148 (40.5%) at the middle level and 80 (21.9%) at the senior level, as far as job position was concerned. In general, the demographic profile showed that a diverse sample of employees in terms of age, education, work experience and organizational role were sampled.

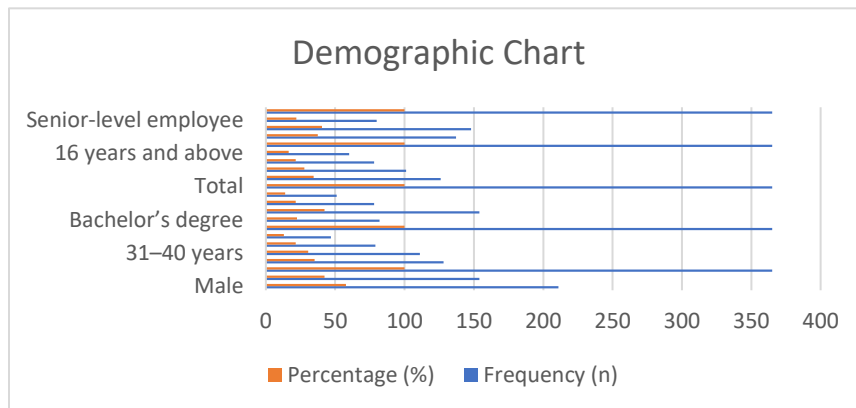


Fig 3: Demographic characteristics of the Respondents (N=365)

Table 3: Reliability Statistics of the Study Variables (N = 365)

Variable	Number of Items	Cronbach's Alpha	Mean	Standard Deviation
Leadership Support	10	.912	3.74	0.68
Organizational Commitment	12	.901	3.69	0.71
Employee Financial Performance	10	.918	3.77	0.65
Overall Scale	32	.934	3.73	0.68

As shown in Table 3, the level of internal consistency of all three study variables was good. Leadership support had a Cronbach's alpha coefficient of .912 and organizational commitment had a Cronbach's alpha coefficient of .901. An alpha value of .918 was achieved among the employees' financial performance. The overall scale also showed a high level of internal consistency with a Cronbach's alpha of .934. These values were higher than the .70 value commonly accepted as a good level of consistency for the items used to measure the study variables, and allowed for additional statistical analysis.

Table 4: Pearson Correlation Between Leadership Support and Organizational Commitment (N = 365)

Variables	Leadership Support	Organizational Commitment
Leadership Support	1	.624**
Organizational Commitment	.624**	1
p-value	—	< .001
N	365	365

Table 4 indicates that there is a positive and significant correlation between leadership support and organizational commitment, $r(363) = .624$, $p < .001$. This suggests that the higher employees reported the level of leadership support, the higher the level of employees' organizational commitment was.

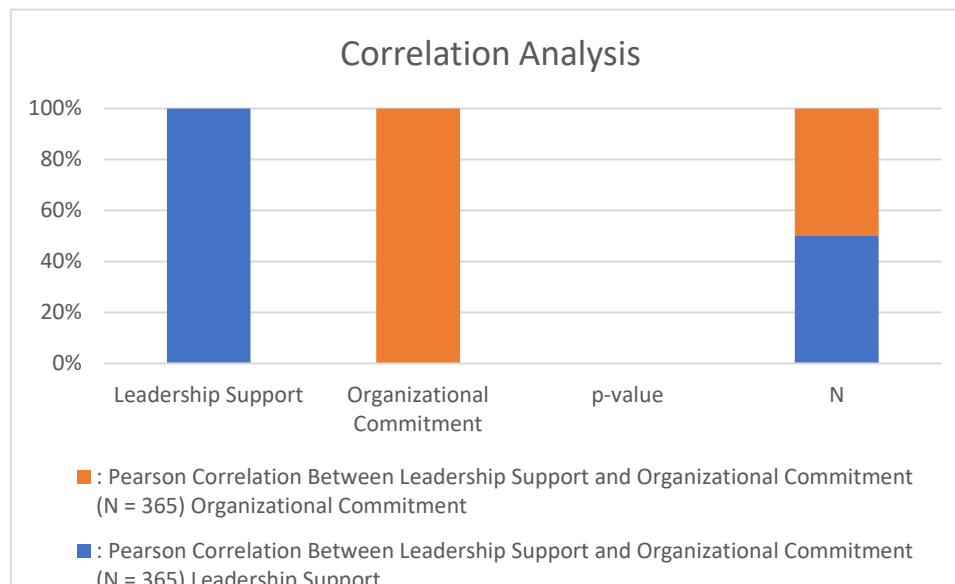
**Fig 4: Correlation Analysis**

Table 5: Multiple Regression Analysis of Leadership Support Predicting Employee Financial Performance (N = 365)

Predictor	B	SE	β	t	p
Constant	1.214	0.183	—	6.634	< .001
Leadership Support	0.681	0.047	.671	14.489	< .001
Model Statistics				Value	
R				.671	
R ²				.450	
Adjusted R ²				.448	
F				210.0	
p				< .001	

Table 5 shows that there was significant prediction of employee financial performance by leadership support. The positive and significant regression coefficient ($\beta = .671$, $p < .001$) shows that increasing employee financial performance was positively related to increasing levels of leadership support. The model accounted for about 45.0% ($R^2 = .450$) of the variance in employee financial performance. This overall regression model was statistically significant $F(1, 363) = 210.0$, $p < .001$.

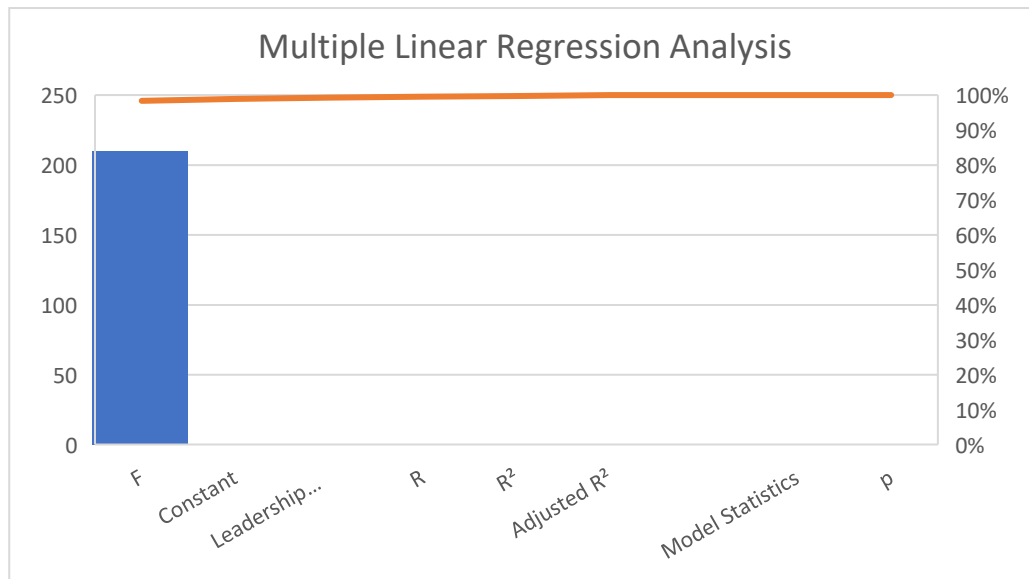
**Fig 5: Multiple Linear Regression Analysis**

Table 6: Differences in Employee Financial Performance by Gender (N = 365)

Gender	n	Mean	SD	t	p
Male	211	3.82	0.61	2.31	.021
Female	154	3.67	0.66		

The results showed significant differences between the financial performance of the employees, based on gender, $t(363) = 2.31$, $p = .021$. Men employees had higher mean work performance from financial perspective than the female employees. Therefore, the difference was significant between gender.

Table 7: Differences in Employee Financial Performance by Age, Education, Work Experience, and Job Position (N = 365)

Demographic Variable	Source	SS	df	MS	F	p
Age	Between Groups	8.214	3	2.738	6.84	< .001
	Within Groups	144.531	361	0.400		
Education	Between Groups	5.672	3	1.891	4.73	.003
	Within Groups	144.293	361	0.400		
Work Experience	Between Groups	7.436	3	2.479	6.19	< .001
	Within Groups	144.421	361	0.400		
Job Position	Between Groups	6.103	2	3.052	7.63	< .001
	Within Groups	144.977	362	0.400		

The results indicate that financial performance of the employees varied significantly by age group ($F(3, 361) = 6.84$, $p < .001$) as shown in Table 7. There was also a significant difference between the educational groups $F(3, 361) = 4.73$, $p = .003$. Understandably, financial performance of employees was also significantly different with respect to work experience, $F(3, 361) = 6.19$, $p < .001$. The difference in financial performance of employees at these jobs was also significant, $F(2, 362) = 7.63$, $p < .001$.

Table 8: Mediation Analysis of Organizational Commitment in the Relationship Between Leadership Support and Employee Financial Performance (N = 365)

Path	B	SE	t	p
Leadership Support → Organizational Commitment	0.624	0.052	12.00	< .001
Organizational Commitment → Employee Financial Performance	0.418	0.061	6.85	< .001
Leadership Support → Employee Financial Performance (Total)	0.681	0.047	14.49	< .001
Leadership Support → Employee Financial Performance (Direct)	0.420	0.052	8.08	< .001

Table 9: Indirect Relationship of Leadership Support with Employee Financial Performance Through Organizational Commitment (N = 365)

Relationship	Indirect Coefficient	BootSE	BootLLCI	BootULCI
Leadership Support, Organizational Commitment, and Employee Financial Performance	0.261	0.042	0.184	0.349

The mediation analysis revealed that organizational commitment mediated the association between leadership support and employee financial performance ($B = 0.418$, $p < .001$), and between employee financial performance and organizational commitment ($B = 0.624$, $p < .001$). There was also a strong direct link between leadership support and employees' financial performance ($B = 0.420$, $p < .001$). A 95% bootstrap confidence interval for the indirect effect of 0.261 (0.184, 0.349) was also significant. The results of this analysis indicated that organizational commitment was significantly related to the relationship between leadership support and employee financial performance, as 0 was not in the 95% confidence interval.

Discussion

The present research first investigated leadership support's impact on employee financial performance and secondary examined the role of organizational commitment as a mediator. The results show that supportive leadership is overall a workplace factor that is correlated with employees' commitment and performance. The findings revealed that there is a significant positive correlation between leadership support and organizational commitment, which means that the greater the guidance, encouragement, assistance and consideration provided by the leadership to the employees, the higher the commitment and attachment of the employees towards the organization. This result is similar to Talukder (2019), who reported positive relationship between supervisor support and organizational commitment, and that supervisor can strengthen the positive attitude of employees, in the process of treatment. In a similar fashion, Riyadh et al., (2023) found positive relationships between perceived supervisory support and organizational commitment, indicating that employees' attitudes and attachment to the organization may be influenced by the supportive supervisory relationships they have.

Results also indicated that leadership support was a significant predictor of financial performance of the employees. This implies that if the employees feel that the leaders support and help them, they might be more inclined to effectively execute their duties, meet organizational goals, utilize the resources of the organization efficiently and cooperate to contribute to the financially relevant organizational outcomes. The results support Donkor et al., (2021) who discovered that there exists a positive relationship between supervisor support and employee performance of employees in financial sector. They found that supervisor support not only relates to employee performance, but to organizational commitment as well, supporting the idea that supportive leadership can lead to better employee outcomes.

Another finding of the current mediation model is that organizational commitment is positively related to employee financial performance, which further confirms previous studies highlighting the role of employees' psychological linkage to organizational outcomes. In a review of 51 studies with a sample size of over 14,000, Budiono, (2024) discovered that there was a positive cross-country and across work context relationship between organizational commitment and job performance. From their research they conclude that people who show higher levels of commitment to their company are likely to show higher levels of performance. The present results build on this by examining the importance of employee financial performance as a work-related outcome and propose that there may be a link between employee commitment and the extent to which employees will carry out their duties and responsibilities in a way that is conducive to organizational financial goals.

The mediation analysis was an important explanation of the role of leadership support on employee financial performance. The results indicated that organizational commitment significantly mediated the relationship between the leadership support and financial performance of employees. Supportive leadership can positively boost employee performance, not just through providing support and guidance, but also by enhancing employees' psychological ties with the organization. Employees' organizational commitment may improve if they feel valued, supported and encouraged by their leaders, resulting in an increased willingness to put in effort, sustain organizational commitment and perform their duties effectively. The result is strongly consistent with Hafeez

et al., (20112) who established that there was a significant organizational commitment that mediated between supervisor support and employee performance.

This is an important mediation finding, in that it shows that leadership support and employee financial performance are not independent workplace factors. Instead, the relationship may be an attitudinal relationship in which leadership behaviors affect employee results. Leaders who are supportive can foster a workplace culture where staff members feel appreciated and valued, which can boost their dedication to the company. This can then generate greater employee engagement in achieving goals and performance of the organization. This interpretation is also consistent with the previous research showing the relationship between supportive supervisory relationships and organizational commitment and performance.

Conclusion

The results of the present study indicated that leadership support is one of the important factors to increase the employees' financial performance and organizational commitment. Results showed that there was a significant positive relationship between leadership support and organizational commitment, and leadership support could significantly explain the financial performance of employees. The study also revealed significant differences in financial performance of employees on selected demographic characteristics, suggesting that employee financial performance may differ based on their personal and professional characteristics. The findings indicate that supportive leadership practices, such as guidance, encouragement, assistance, recognition and consideration, are important in establishing work conditions conducive to effective employees' responsibilities.

The researchers also found that organizational commitment is an important intervening factor between leadership support and the financial outcomes of employees. This indicates that supportive leadership may contribute to better employee financial performance both directly and by strengthening employees' attachment and commitment to their organization. A supportive and valued relationship with leaders increases the likelihood of employees feeling committed and actively working towards the aims of the organization. As such, organizations need to reinforce supportive leadership practices and build their employees' organizational commitment for better and long-term employee performance.

Future Implications

Future studies could expand the current study by investigating the relationship between leadership support, organizational commitment, employee financial performance for various industries, organizational contexts, and employee cohorts in order to enhance the findings' generalizability. Longitudinal studies also could be undertaken to analyze over time the effect of changes in leadership support on organizational commitment and employee financial outcomes. In the future, other factors like leadership style, employee engagement, job satisfaction, organizational support, employee's motivation and workplace culture can be added to give a comprehensive understanding about the factors that shape the performance of employees. Larger and more diverse samples can also be used and comparisons of public and private bodies can be made to determine if there are differences between organizations.

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