



Enhancing Employee Job Performance Through Supportive Leadership, Diversity Management, and Employee Commitment: The Mediating Role of Affective Commitment

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	ABSTRACT
2024 Research Leap/Inovatus Services Ltd. All rights reserved. DOI: 10.18775/jibrm.1849-8558.2015.83.3002 URL: https://doi.org/10.18775/jibrm.1849-8558.2015.83.3002	
Keywords: Supportive leadership, Diversity management, Affective commitment, Job performance, Vietnam	This study examines the impact of supportive leadership and diversity management on employee job performance within Vietnam's manufacturing sector. The study specifically investigates the mediating effect of affective commitment in this relationship. A survey incorporating targeted scales to measure the variables of interest was completed by 406 workers. The collected data underwent analysis using structural equation modeling techniques. The findings of this research suggest that when organizations implement diversity management strategies and foster supportive leadership, there is a significant and positive effect on both the affective commitment and job performance of their workforce. These results highlight the importance of these organizational practices in enhancing employee outcomes in the Vietnamese manufacturing context.

1. Introduction

In the current dynamic business environment, firms increasingly recognize the importance of supportive leadership and diversity management for driving employee job performance and organizational success. Supportive leadership, which involves providing guidance, encouragement, and resources to subordinates, has been linked to positive work attitudes and behaviors (Kim and Beehr, 2020). Similarly, diversity management practices that foster an inclusive climate where employees from different backgrounds feel valued have been shown to enhance creativity, innovation, and performance (Inegbedion, Sunday, Asaleye, Lawal, and Adebajji, 2020). Affective commitment refers to the intense emotions of devotion and pride that employees have towards their organization (Nandan et al., 2018), and represents a promising mediator variable.

This research aims to examine the effect of diversity management practices and supportive leadership on employee job performance in the Vietnamese manufacturing sector. It also wants to understand how affective commitment mediates this relationship. Vietnam provides an intriguing setting for this research, as the country has undergone rapid economic growth and industrialization in recent years, leading to an increasingly diverse workforce (Nguyen, 2016). Understanding how leadership and diversity practices shape employee outcomes in this context can offer valuable insights for both theory and practice.

Drawing on relevant theoretical perspectives, including social exchange theory (Cropanzano and Mitchell, 2005), and leader-member exchange theory (Graen and Uhl-Bien, 1995), we develop a conceptual model linking supportive leadership and diversity management to affective commitment and job performance. The research methodology involves the collection of survey data from a diverse sample of 406 employees across multiple manufacturing organizations in Vietnam. Validated scales are employed to measure the constructs of interest, encompassing supportive leadership, diversity management, affective commitment, and job performance. Structural equation modeling is subsequently employed to analyze the data, enabling an examination of the hypothesized relationships and an assessment of both direct and indirect effects.

This research is expected to contribute to theory and practice in meaningful ways. On the theoretical front, it will advance our understanding of how leadership and diversity management influence important employee and organizational outcomes in the context of an emerging Asian economy like Vietnam. Particularly, examining the mediating role of affective commitment can offer novel insights into the psychological mechanisms underlying these relationships. In terms of practical implications, the findings will provide guidance to Vietnamese manufacturing firms on developing supportive leadership styles and inclusive diversity practices that foster higher employee commitment and performance. Given Vietnam's growing status as a manufacturing hub, optimizing the human resource practices of local firms holds significance for both organizational competitiveness and national economic development. Overall, the study aims to make an original empirical contribution while also highlighting actionable strategies that practitioners can adopt to reap the benefits of a diverse and engaged workforce.

2. Literature Review and Hypothesis Development

2.1 Supportive Leadership and Job Performance

Supportive leadership is characterized by a focus on prioritizing the overall well-being of employees, and addressing their needs and aspirations. This leadership style leads to a motivated workforce that feels valued and appreciated, consequently enhancing their drive to perform (Chrisostom and Ruth Komunda, 2020).

Extensive research consistently demonstrates the positive relationship between supportive leadership and work outcomes, particularly enhanced job performance. Leaders who exhibit supportive behaviors, such as demonstrating concern for employees' needs, providing guidance and feedback, and fostering a positive interpersonal climate, create an enabling work environment that motivates employees to perform at a high level (Wu and Parker, 2017).

Empirical studies have provided substantial support for the positive effects of supportive leadership on job performance. For instance, House (1971), analysis revealed a consistent positive link between encouraging management and both task and contextual performance, regardless of the samples and circumstances examined. Recent research has further documented positive correlations between supportive leadership and various performance indicators, including increased sales, improved customer service quality, and higher rates of goal achievement (Deci and Ryan, 2000).

Based on this research, we propose the following hypothesis:

H1a: Supportive leadership is positively related to employee job performance.

2.2. Supportive Leadership and Affective Commitment

Supportive leadership not only has a direct impact on performance but also plays a significant role in cultivating employees' emotional commitment to their organization. When leaders offer support, guidance, and resources, employees feel valued and develop a stronger emotional bond with their workplace (Astuty and Udin, 2020).

Research has consistently demonstrated positive links between supportive leadership and affective commitment. For instance, a study by Yukl (2012) found that supportive leadership behaviors, such as providing recognition and showing concern for employees' well-being, were positively associated with affective commitment. Similarly, Hitt, Miller, Colella, and Triana (2017) found that supportive leadership enhanced affective commitment.

Considering this evidence we bring up the following hypothesis:

H1b: Supportive leadership is positively related to employee affective commitment.

2.3. Diversity Management and Job Performance

Implementing diversity management practices in the workplace creates an inclusive environment that values employees from diverse backgrounds. These practices have been associated with numerous positive outcomes, including increased job performance. Effective diversity management enables organizations to harness the unique perspectives, knowledge, and skills of a diverse workforce, resulting in enhanced decision-making, creativity, and innovation. By embracing diversity, organizations can unlock the full potential of their employees and drive positive change (Paletz et al., 2018).

Empirical studies have provided support for the performance benefits of diversity management. For example, a study by Patrick and Kumar (2012) revealed that organizations with strong diversity management practices witness increased employee engagement and productivity. More recent research underscores that diversity management enhances job performance by encouraging inclusivity and minimizing workplace discrimination (Guillaume, Dawson, Otake - Ebede, Woods, and West, 2017).

Based on this literature, we propose the following hypothesis:

H2a: Diversity management is positively related to employee job performance.

2.4. Diversity Management and Affective Commitment

In addition to its performance benefits, diversity management is also likely to foster employees' affective commitment to their organization. When employees perceive that their organization values diversity and treats all employees fairly and inclusively, they are more likely to develop a strong emotional attachment to their workplace (Hunt, Prince, Dixon-Fyle, and Yee, 2018).

Research has provided empirical support for the positive effects of diversity management on affective commitment. For instance, a study by Nishii (2013) found that effective diversity management practices can cultivate a sense of fairness and respect among employees, thereby enhancing affective commitment. Recent studies corroborate this perspective, indicating that diversity initiatives positively impact employees' affective commitment by fostering an inclusive work environment (Shore, Cleveland, and Sanchez, 2018).

The following hypothesis is proposed in light of this literature:

H2b: Diversity management is positively related to employee affective commitment.

2.5. Affective Commitment and Job Performance

Affective commitment, which signifies an employee's emotional connection and sense of belonging to their organization, has long been acknowledged as a significant indicator of job performance. When employees have a strong affective commitment, they are believed to be more motivated to dedicate their efforts and persevere in their work responsibilities, resulting in improved performance levels (Mercurio, 2015).

Numerous empirical studies have shown evidence for the positive effects of affective commitment on various performance outcomes. For example, a meta-analysis by Meyer and Maltin (2010) discovered a favorable correlation between emotional commitment and both task performance and contextual performance. More recent studies have also documented positive associations between affective commitment and performance indicators such as job quality (Blanz, 2017).

The following hypothesis is proposed in light of this literature:

H3: Affective commitment is positively related to employee job performance.

2.6. The Mediating Role of Affective Commitment

2.6.1. Supportive Leadership, Affective Commitment, and Job Performance

Supportive leadership plays a crucial role in strengthening employees' affective commitment, which, in turn, positively impacts job performance. When leaders provide guidance, support, and create a nurturing work environment, employees develop a stronger emotional bond and identification with the organization. As a result, job performance is enhanced, leading

to improved outcomes for both employees and the organization (Duarte, Ribeiro, Semedo, and Gomes, 2021). Empirical studies have confirmed that employees who perceive substantial leadership support are more likely to develop a strong affective commitment to the organization, which consequently leads to improved performance (Xiu, Dauner, and McIntosh, 2019). Further research by Ribeiro, Yücel, and Gomes (2018) demonstrates that affective commitment fully mediates the relationship between transformational leadership and employee job performance.

Based on the literature review, the following hypothesis is proposed:

H4: Affective commitment mediates the relationship between supportive leadership and job performance.

2.6.2. Diversity Management, Affective Commitment, and Job Performance

Similarly, it is expected that affective commitment serves as a mediator in the relationship between diversity management and job performance. When organizations effectively implement diversity management practices, it strengthens affective commitment among employees, which, in turn, positively influences job performance. When employees perceive their organization as inclusive and fair, they are more likely to develop a strong commitment and exhibit higher levels of performance (Mor Barak et al., 2016). Recent studies affirm this mediation effect, indicating that affective commitment mediates the connection between diversity management and job performance (Shore et al., 2018).

Based on the literature review, the following hypotheses are proposed:

H5: Affective commitment mediates the relationship between diversity management and job performance.

3. Conceptual Framework

According to the Leader-Member Exchange (LMX) theory, leaders establish distinct relationships with each of their followers, and the quality of these relationships significantly impacts employee attitudes and behaviors. High-quality LMX connections are characterized by mutual dedication, respect, and trust between leaders and their followers. These positive relationships foster a positive work environment and can have a profound influence on employee satisfaction, engagement, and performance (Graen and Uhl-Bien, 1995).

Supportive leadership, which involves providing emotional, informational, and instrumental support to employees (Jolly, Kong, and Kim, 2021), is likely to foster high-quality LMX relationships. These relationships, in turn, can lead to improved job performance (H1a) and increased affective commitment (H1b) as employees feel valued, supported, and obligated to reciprocate (Gaudet and Tremblay, 2017). LMX theory also suggests that high-quality relationships can lead to increased affective commitment, which, in turn, can enhance job performance. Thus, affective commitment may mediate the relationship between supportive leadership and job performance (Shaikh et al., 2019).

Social exchange theory (SET) proposes that social behavior is the result of an exchange process, whereby individuals engage in reciprocal relations rooted in the hope of getting rewards or benefits. In the workplace, employees may reciprocate positive treatment from their organization with favorable attitudes and behaviors (Cropanzano and Mitchell, 2005).

Diversity management practices, which demonstrate an organization's commitment to valuing and supporting a diverse workforce, can be perceived as a positive exchange by employees. Ashikali and Groeneveld (2015), found that employees may reciprocate with improved job performance (H2a) and increased affective commitment (H2b). SET also suggests that affective commitment, which represents an employee's emotional attachment to their organization (Nandan et al., 2018), can lead to increased job performance as employees feel obligated to reciprocate the positive treatment they receive (Hendri, 2019). Diversity management practices can create a positive social exchange, leading to increased affective commitment, which, in turn, can improve job performance. Thus, affective commitment mediates the connection between diversity management and job performance (Ghasempour Ganji, Rahimnia, Ahanchian, and Syed, 2021).

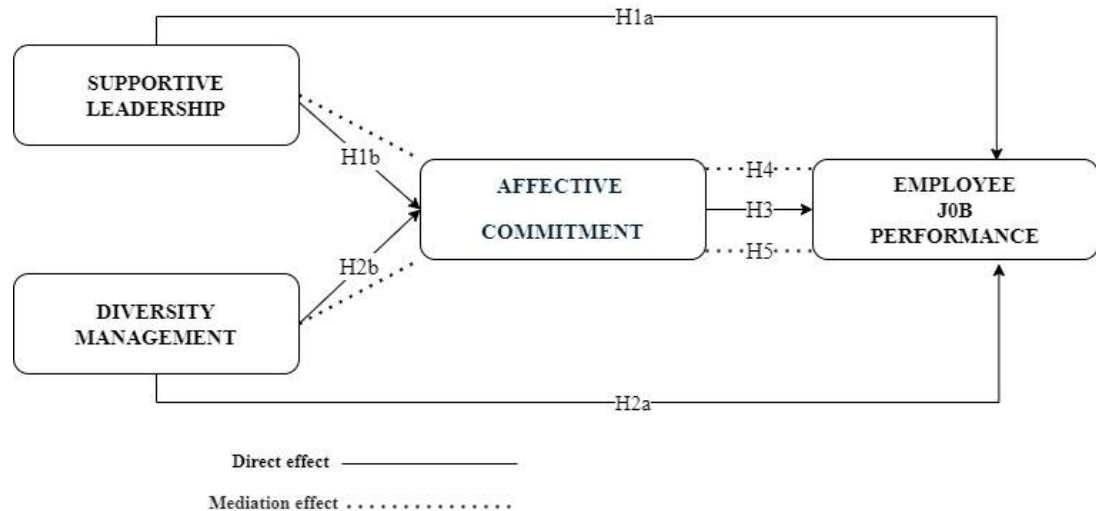


Figure 1: Proposed model

4. Research Methodology

4.1. Research Design and Sample

The research design of this study involved the use of a quantitative methodology to collect data from employees working in the manufacturing industry in Vietnam. The selection of the manufacturing sector was based on its substantial contribution to the country's economy and the diverse nature of its workforce. To gather data, the researchers employed purposive sampling, specifically targeting full-time employees who had been with their companies for a minimum of one year. This sampling technique was chosen to ensure that participants had the necessary knowledge and experience within their organizations to provide valuable perspectives.

4.2. Data Collection Procedure and Instruments

The data collection involved collaborating with HR managers at various manufacturing companies to distribute an online survey to their staff. Participation was voluntary and confidential. The questionnaire was disseminated electronically via platforms like Google Forms, facilitating easy distribution and completion. Initial communications included the survey link and an explanatory letter detailing the study's objectives, confidentiality measures, and voluntary nature. Non-respondents received periodic reminders to enhance response rates. The survey link was also shared through company communication channels.

4.3. Questionnaire Design

To ensure the reliability and validity of the data, established scales were utilized. Supportive leadership was specifically measured utilizing the scale developed by (Nübling, Stöbel, Hasselhorn, Michaelis, and Hofmann, 2006). This scale consists of four items. Diversity management practices were evaluated using the scale adopted from Pitts (2009). This scale comprises three items. While affective commitment was measured with the affective commitment scale (Hackett, Bycio, and Hausdorf, 1994). This scale includes three items. Job performance was evaluated through a self-report measure adapted from (Ramos-Villagrasa, Barrada, Fernández-del-Río, and Koopmans, 2019). This scale consists of seven items.

All scales used a 5-point Likert-type response format, ranging from 1 (strongly disagree) to 5 (strongly agree). The high Cronbach's alpha values for each scale provide evidence of the survey instrument's reliability and internal consistency.

To cater to the native language of the participants, the survey was translated into Vietnamese. Professional translators were engaged to ensure the translation's accuracy and cultural relevance. Subsequently, the survey was translated into English by a different team of translators to confirm that the original meaning of the questions was maintained.

5. Results

5.1. Respondent Profile

The study involved 406 respondents with a nearly equal gender distribution of 51% male and 49% female. The age distribution included 26% aged 20-29, 30% aged 30-39, 24% aged 40-49, and 20% aged 50+. Educational backgrounds varied, with 19% holding a basic/high school diploma, 21% having vocational/technical training, 36% possessing an undergraduate degree, and 24% with postgraduate degrees. Job levels were distributed as 20% entry-level, 40% mid-level, 25% senior-level, and 15% managerial/executive. Work experience ranged from 1-3 years (24%), 4-6 years (28%), 7-9 years (21%), to 10+ years (27%). This comprehensive demographic profile aids in the nuanced interpretation and analysis of the study's findings.

Table 1: Demographics of respondents

Demographic	Categories	Frequency	Percentage
Gender	Male	144	35
	Female	262	65
Age (years)	20-29	102	26
	30-39	123	30
	40-49	98	24
	50+	83	20
Educational Background	Basic/High School Diploma	71	19
	Vocational/Technical Training	92	21
	Undergraduate Degree	147	36
	Postgraduate Degree	96	24
Job Level	Entry-Level	81	20
	Mid-Level	162	40
	Senior-Level	102	25
	Managerial/Executive	61	15
Work Experience	1-3 years	97	24
	4-6 years	112	28
	7-9 years	87	21
	10+ years	110	27

5.2. Measurement Model Assessment

The measurement model was examined by assessing construct reliability through Cronbach's alpha (CA), composite reliability (CR), and average variance extracted (AVE). All factor loadings were higher than the recommended cutoff of ≥ 0.7 . CA values ranged from 0.906 to 0.920, CR coefficients ranged from 0.910 to 0.927, and AVE values ranged from 0.678 to 0.843, indicating satisfactory reliability and convergent validity. All VIF values were below 5, suggesting multicollinearity was not problematic. Discriminant validity was confirmed using the Fornell-Larcker criterion and Heterotrait-Monotrait (HTMT) ratio.

Construct	Item	Loadings	CA	CR	AVE	VIF
Supportive leadership	SL1	0.862	0.3914	0.922	0.796	2.297
	SL2	0.906				3.543
	SL3	0.921				3.561
	SL4	0.877				2.947
Diversity management	DM1	0.905	0.906	0.910	0.841	2.813
	DM2	0.934				3.326
	DM3	0.912				2.808
Affective commitment	AC1	0.930	0.907	0.917	0.843	3.152
	AC2	0.923				2.965
	AC3	0.901				2.830
Employee job performance	EJP1	0.855	0.920	0.927	0.678	3.174
	EJP2	0.897				4.100
	EP3	0.867				3.170
	EJP4	0.849				2.661
	EJP5	0.794				2.379
	EJP6	0.779				2.420
	EJP7	0.704				1.898

Table 2: Measurement model

5.3. Validity Analysis

This study implied both Fornell-Larcker and Heterotrait-Monotrait (HTMT) criteria to measure discriminant validity. Ab Hamid, Sami, and Sidek (2017) defined discriminant validity as “the extent to which the construct is differing from one another empirically and measures the degree of differences between the overlapping construct”. In terms of discriminant validity, each construct's square root of the average variance extracted (AVE) should be greater than the inter-correlation of the other constructs, per the recommendations made by Fornell and Larcker (1981). The square root of the AVE is bolded and italicized in Table 5.3 (diagonal), and the relevant rows and columns display the correlations (off-diagonal) between each variable.

Table 3: Discriminant validity (Fornell-Larcker criterion)

Construct	AC	DM	EJP	SL
Affective commitment (AC)	<i>0.918</i>			
Diversity management (DM)	0.389	<i>0.917</i>		
Employee job performance (EJP)	0.442	0.684	<i>0.823</i>	
Supportive leadership (Bourini et al.)	0.330	0.438	0.496	<i>0.892</i>

This study evaluated discriminant validity utilizing the Heterotrait-Monotrait (HTMT) ratio in addition to the Fornell-Larcker criterion. Studies have indicated that when it comes to detecting collinearity problems between latent variables, the HTMT ratio performs better than the Fornell-Larcker criterion. Following Hair Joseph, Risher Jeffrey, Sarstedt, and Ringle Christian (2019) suggestion of the HTMT 0.90 criterion, this research (see table 5.4) meets criteria.

Table 4: Heterotrait-Monotrait criterion

Construct	AC	DM	EJP	SL
Affective commitment (AC)				
Diversity management (DM)	0.425			
Employee job performance (EJP)	0.476	0.743		
Supportive leadership	0.353	0.477	0.531	

To test the hypothesized relationships, we examined the path coefficients and their significance levels in the structural model. The results are presented in Table 5.5 and Figure 5.1.

Table 5: Path coefficients and significance levels

Hypothesis	Relationship	Path coefficient	SD	<i>p</i> -value	<i>t</i> -value	Decision
H1a	Supportive leadership → Employee job performance	0.211	0.042	0.000	4.976	Supported
H1b	Supportive leadership → Affective commitment	0.198	0.047	0.000	4.188	Supported
H2a	Diversity management → Employee job performance	0.527	0.046	0.000	11.362	Supported
H2b	Diversity management → Affective commitment	0.302	0.051	0.000	5.918	Supported
H3	Affective commitment → Employee job performance	0.167	0.039	0.000	4.338	Supported

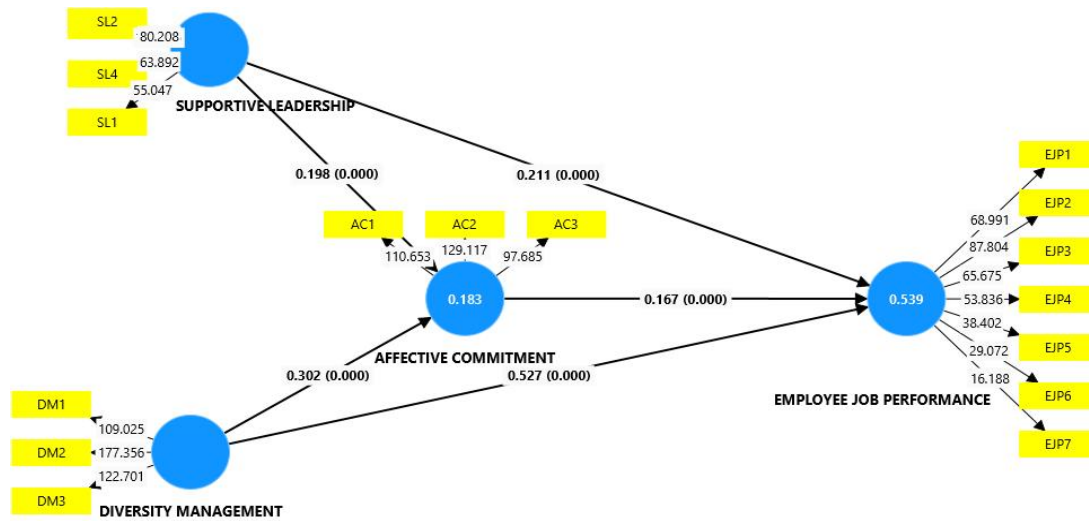


Figure 2: Structural model with path coefficients

The hypothesis H1a suggested a positive relationship between supportive leadership and employee job performance. The findings of the study confirmed this hypothesis, revealing a significant positive impact of supportive leadership on job performance ($\beta = .211$, $p < .001$). Leaders who offer support, guidance, and encouragement can significantly enhance their employees' performance.

According to hypothesis H1b, it was predicted that supportive leadership would have a positive association with affective commitment. The study results supported this hypothesis, revealing a significant positive effect of supportive leadership on affective commitment ($\beta = .198$, $p < .001$). This indicates that when leaders demonstrate support, employees experience a stronger emotional connection and commitment to the organization.

As per hypothesis H2a, it was suggested that diversity management would have a positive relationship with employee job performance. The study findings provided support for this hypothesis, showing a significant positive effect of diversity management on job performance ($\beta = .527$, $p < .001$). This indicates that effective implementation of diversity management practices significantly enhances employee job performance. Organizations that prioritize diversity and inclusion are able to leverage a diverse range of perspectives and skills, resulting in improved problem-solving, innovation, and overall performance.

H2b predicted that DM would be positively related to AC. The results showed a significant positive effect of DM on AC ($\beta = .302$, $p < .001$), providing support for Hypothesis 2b. By fostering an inclusive environment where all workers feel cherished and respected, organizations can enhance their employees' emotional attachment and commitment.

According to hypothesis H3, it was proposed that affective commitment would have a positive association with employee job performance. The study results provided support for this hypothesis, revealing a significant positive effect of affective commitment on job performance ($\beta = .167$, $p < .001$). This suggests that individuals who have a strong emotional attachment to their organization are more likely to achieve higher levels of performance, ultimately contributing to the overall success of the organization.

To test the mediation hypotheses (Hypotheses 4 and 5), we conducted a path analysis to analyze the direct and indirect effects of supportive leadership and DM on employee job performance through affective commitment. The findings are shown in table 5.6.

Table 6: Path analysis results for direct and indirect effects

Hypotheses	Path	Direct Effect	Indirect Effect	Total Effect	Decision
H4	SL->AC>EJP	0.211	$0.198 \times 0.167 = 0.033$	$0.211 + 0.033 = 0.244$	Supported
H5	WDM>AC>EJP	0.527	$0.302 \times 0.167 = 0.0504$	$0.527 + 0.050434 = 0.5774$	Supported

According to hypothesis H4, it was predicted that affective commitment would mediate the relationship between supportive leadership and employee job performance. The path analysis conducted in the study revealed significant results. Firstly, there was a direct positive effect of supportive leadership on job performance ($\beta = .211$, $p < .001$). Additionally, the indirect effect of supportive leadership on job performance through affective commitment was also significant ($\beta = .033$). This indirect effect was calculated by multiplying the effect of supportive leadership on affective commitment ($\beta = .198$) with the effect of affective commitment on job performance ($\beta = .167$). Considering both the direct and indirect effects, the total effect of supportive leadership on job performance was found to be significant ($\beta = .244$). The significant direct and indirect effects indicate that affective commitment partially mediates the relationship between supportive leadership and job performance. Therefore, hypothesis 4 was confirmed.

H5 stated that AC mediates the connection between diversity management and employee job performance. The path analysis showed that the direct effect of diversity management on JP was significant ($\beta = .527$, $p < .001$). The indirect effect of diversity management on job performance through affective commitment was also significant ($\beta = .050$), calculated as the product of the effect of diversity management on affective commitment ($\beta = .302$) and the effect of affective commitment on job performance ($\beta = .167$). The total effect of diversity management on JP, considering both direct and indirect effects, was significant ($\beta = .577$). The significance of both direct and indirect effects suggests partial mediation by affective commitment. Thus, Hypothesis 5 was supported.

Overall, the results provide strong support for all seven hypotheses. Supportive leadership and diversity management were found to have significant positive effects on both affective commitment and job performance. Affective commitment was also found to partially mediate the relationships between supportive leadership, diversity management, and job performance.

The partial mediation effects indicate that while supportive leadership and diversity management have direct effects on job performance, they also indirectly influence performance by enhancing employees' emotional attachment to their organization. These findings highlight the importance of fostering affective commitment as a mechanism through which supportive leadership and diversity management practices can improve employee performance.

The results of this study contribute to the literature by providing empirical evidence for the positive effects of supportive leadership and diversity management on employee outcomes in the context of the Vietnamese manufacturing sector. The findings also shed light on the underlying psychological mechanisms by demonstrating the partial mediating role of affective commitment in these relationships.

6. Discussion

The findings of this study substantiate the hypothesized relationships between supportive leadership, diversity management, affective commitment, and job performance within the Vietnamese manufacturing sector. In alignment with extant literature (Kim and Beehr, 2020; Ng and Sorensen, 2008), supportive leadership was observed to exert significant positive effects on both affective commitment and job performance. These results imply that leaders who demonstrate supportive behaviors, such as addressing employees' needs and providing guidance and resources, are likely to foster a stronger emotional attachment to the organization among employees, thereby enhancing their performance levels.

Similarly, diversity management practices were found to have significant positive effects on affective commitment and job performance, corroborating previous studies (Guillaume et al., 2017). These findings indicate that the creation of an inclusive work environment that values diversity can lead to employees developing a stronger emotional connection to their workplace and engaging in behaviors that contribute to organizational success.

The positive connection between AC and JP is consistent with the extensive body of research on organizational commitment (Meyer and Maltin, 2010; Ribeiro, Duarte, Filipe, and Torres de Oliveira, 2020). Employees who have a deep emotional connection to their organization are more likely to dedicate their efforts and persevere in their work responsibilities, leading to increased levels of performance.

The study's innovative findings underscore the significance of affective commitment as a partial mediator in the complex interplay between supportive leadership, diversity management, and job performance. These results illuminate the underlying psychological processes at work. The research suggests that when organizations emphasize supportive leadership and implement effective diversity management strategies, it strengthens employees' emotional ties to their workplace. Consequently, staff members are inspired to reciprocate through enhanced performance. This is consistent with SET (Cropanzano and Mitchell, 2005) and LMX theory (Graen and Uhl-Bien, 1995), which posit that when employees perceive their organization and leaders as supportive and inclusive, they develop a sense of obligation to respond with positive work attitudes and behaviors. This dynamic creates a virtuous cycle of support, commitment, and improved performance within the organizational context.

7. Implications

7.1. Theoretical Implications

This study offers several important theoretical implications. To begin with, it validates key propositions of social exchange theory. The results demonstrate that supportive leadership and diversity management positively shape employee attitudes and behaviors in Vietnam, thereby confirming the social exchange theory. This lends support to its generalizability across contexts. Furthermore, the mediation analysis advances the understanding of underlying processes. By revealing that affective commitment partially mediates relationships, light is shed on its role as a psychological mechanism motivating performance. This nuanced insight was gained through rigorous testing of pathways.

In addition, the conceptual model developed provides a more holistic view. It incorporates multiple determinants of the key outcomes, presenting a comprehensive framework for understanding how leadership, diversity practices, and emotional attachment interact. Lastly, the study enhances contextualized comprehension of theory. By providing empirical evidence from Vietnam's context, theoretical knowledge is strengthened beyond Western settings. This deepens insight into organizational phenomena in non-Western industrializing environments.

In summary, this research offers valuable theoretical contributions by validating established perspectives, advancing mediation understanding, presenting an integrative model, and contextualizing theory internationally. It thereby enhances organizational behavior theory regarding leadership, diversity, and commitment.

7.2. Practical Implications

The study's findings carry substantial practical significance for organizations. It's advised that companies establish structured training initiatives aimed at enhancing interpersonal abilities, emotional awareness, clear communication, and personnel management. Such programs can bolster leaders' capacity to offer direction and assistance to their team members.

Moreover, organizations might consider launching mentorship and coaching schemes to aid leaders in fostering robust connections with their staff. These initiatives can engender an atmosphere of confidence and reciprocal obligation, culminating in more effective leadership.

Additionally, businesses should strive to reinforce their diversity management strategies. This can be accomplished through tangible measures such as sourcing candidates from varied demographic pools, enacting policies against discrimination, and performing diversity assessments. These steps can contribute to nurturing an inclusive organizational culture.

In a similar vein, companies might explore implementing measures to enhance affective commitment among their workforce. This could involve offering non-monetary incentives for service longevity, innovative contributions, and exceptional organizational citizenship. Such recognition can convey to employees that their efforts are appreciated. Furthermore, organizations should contemplate providing adaptable benefits that support work-life equilibrium. This demonstrates the company's commitment to employee wellness.

To sum up, the research underscores the significance of supportive leadership, effective diversity management, and employee dedication in improving job performance. Affective commitment serves as a crucial intermediary in the relationship between these elements. Organizations that prioritize cultivating supportive leaders, implementing effective diversity management strategies, and fostering a strong sense of employee loyalty are more likely to witness enhanced job performance. By concentrating on these pivotal areas, companies can cultivate a positive work environment that promotes employee engagement, productivity, and overall success.

8. Limitations and Future Research Directions

It is crucial to recognize the constraints of this investigation. First, the study's cross-sectional nature limits our capacity to establish causality among the variables examined. Future investigations should consider adopting longitudinal approaches to better capture the temporal dynamics of supportive leadership, diversity management, affective commitment, and job performance.

Second, the exclusive use of self-reported data from a single source introduces potential common method bias. Although statistical analyses suggested this bias was not significant in the current study, future research would benefit from incorporating objective performance measures and collecting data from multiple sources to mitigate potential biases.

Third, while the sample in this study was demographically diverse and representative of Vietnam's manufacturing sector, the findings' applicability to other contexts may be restricted. Subsequent studies should explore these relationships across various cultural settings and industries to determine the boundaries of these effects.

Finally, this research primarily focused on affective commitment as a key mediator. However, it's essential to acknowledge that other psychological mechanisms may influence the relationships between leadership, diversity, and performance. Future investigations should consider exploring additional mediators, such as psychological empowerment, trust, and perceived organizational support, to develop a more comprehensive understanding of the underlying processes at work.

9. Conclusion

To summarize, this investigation has illuminated the impact of supportive leadership and diversity management on employee job performance within Vietnam's manufacturing industry. The results affirm the positive influence of both supportive leadership and diversity management practices on affective commitment and job performance.

Moreover, the study unveils the mediating function of affective commitment in the interplay between leadership, diversity, and performance. This underscores the importance of nurturing employees' emotional bonds with their organization to boost performance outcomes.

By extending current knowledge to an emerging economy context and uncovering the affective mechanisms linking leadership, diversity, and performance, this research contributes significantly to the literature. It also provides actionable insights for leaders and organizations, highlighting the value of cultivating supportive leadership behaviors, implementing effective diversity management initiatives, and fostering affective commitment among staff.

While acknowledging the study's limitations, it is suggested that future research addresses these constraints and explores additional avenues. This will allow scholars to deepen their understanding of the intricate relationships among leadership, diversity, commitment, and performance across various organizational settings. Given the ongoing challenges presented by an increasingly globalized and diverse workforce, continued research in this domain is essential for developing evidence-based practices that enhance employee well-being and drive organizational success.

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