

# Exploring the Dynamics of Leadership, Self-Acceptance, and Social Support in Shaping Commitment and Performance: A Qualitative Study at SPN Purwokerto

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## ABSTRACT

This qualitative study explores the dynamics of leadership, self-acceptance, and social support and their impact on commitment and performance within the context of SPN Purwokerto. Utilizing in-depth interviews and focus groups with key stakeholders, the research aims to uncover how different leadership styles influence employees' self-acceptance and the provision of social support. By examining these relationships, the study seeks to identify how leadership practices and supportive work environments contribute to employee commitment and overall performance. The findings reveal that authentic and transformational leadership styles significantly enhance self-acceptance and social support, which in turn foster higher levels of commitment and improved performance outcomes. This study provides valuable insights for organizational leaders aiming to optimize performance through supportive leadership and positive employee experiences.

**Keywords:** Leadership, Self-Acceptance, Social Support, Commitment, Performance, Qualitative Study, Transformational Leadership, Authentic Leadership, SPN Purwokerto.

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## BACKGROUND

In the current dynamic and competitive environment, organizations face numerous challenges in achieving optimal performance. The significance of leadership in influencing organizational outcomes has been extensively documented. Effective leadership plays a critical role in shaping employee behavior, enhancing motivation, and fostering a conducive work environment. In addition to leadership, self-acceptance and social support are pivotal in determining individual performance and overall organizational success.

Leadership is a vital determinant of organizational performance. Leaders with clear vision, effective communication skills, and the ability to inspire and motivate their team members can significantly enhance organizational productivity and efficiency. Transformational leadership, in particular, emphasizes the importance of vision, inspiration, and intellectual stimulation, which can lead to higher levels of employee engagement and performance (Bass & Avolio, 1994).

Self-acceptance, the recognition and acceptance of one's own strengths and weaknesses, is another crucial factor that influences performance. Individuals with high levels of self-acceptance tend to exhibit greater psychological well-being, which positively impacts their work performance. They are more likely to set realistic goals, exhibit resilience in the face of challenges, and maintain a positive attitude towards their work (Ryan & Deci, 2000).

Social support, the perception and reality of being cared for and having assistance available from other people, also plays a significant role in enhancing performance. A supportive work environment, characterized by positive relationships and a sense of community, can reduce stress, increase job satisfaction, and promote higher levels of performance (Cohen & Wills, 1985).

Commitment, the emotional and psychological attachment to the organization, acts as a mediator between leadership, self-acceptance, social support, and performance. High levels of commitment lead to greater loyalty, reduced

turnover, and improved performance. Employees who are committed to their organization are more likely to go above and beyond in their roles, contributing to the overall success of the organization (Meyer & Allen, 1991).

This study aims to explore the combined influence of leadership, self-acceptance, and social support on performance, with a focus on the mediating role of commitment at SPN Purwokerto. By understanding these relationships, organizations can develop strategies to enhance employee performance and achieve their goals.

In the increasingly competitive and dynamic organizational environment, leadership has emerged as a crucial determinant of organizational success. Leadership significantly influences employee behavior, motivation, and overall organizational performance. Effective leadership can drive organizations towards achieving their strategic goals by fostering a positive work environment, enhancing employee satisfaction, and promoting higher performance levels.

Leadership styles play a pivotal role in shaping organizational outcomes. Transformational leadership, in particular, has been extensively studied for its profound impact on employee performance. Transformational leaders inspire and motivate their followers through a compelling vision, intellectual stimulation, and individualized consideration. This leadership style is associated with higher levels of employee engagement, job satisfaction, and organizational commitment, which collectively contribute to improved performance (Bass & Avolio, 1994).

Moreover, the relationship between leadership and performance is mediated by various psychological and organizational factors. For instance, leaders who exhibit emotional intelligence can better understand and manage their own emotions and those of their employees. This capability enhances interpersonal relationships, reduces workplace stress, and fosters a supportive work environment, ultimately leading to superior performance (Goleman, 1998).

Transactional leadership, which focuses on clear structures, rewards, and punishments, also plays a significant role in influencing performance. While it may not inspire employees to exceed expectations, transactional leadership ensures that organizational processes are followed, and goals are met. This leadership style can be particularly effective in stable environments where routine tasks and efficiency are prioritized (Burns, 1978).

In addition to leadership styles, the organizational context and culture significantly affect the relationship between leadership and performance. A supportive organizational culture that aligns with the leadership style can enhance the positive impact of leadership on performance. Conversely, a misalignment between leadership and organizational culture can hinder performance and lead to employee dissatisfaction (Schein, 2010).

Empirical research supports the critical role of leadership in influencing performance. A meta-analysis by Judge and Piccolo (2004) found that transformational leadership is positively correlated with various performance outcomes, including employee satisfaction, organizational commitment, and overall effectiveness. Similarly, studies have shown that leaders who adopt a participative style, involving employees in decision-making processes, tend to foster higher levels of employee performance and innovation (Yukl, 2002).

This study aims to explore the intricate relationship between leadership and performance, focusing on the mechanisms through which different leadership styles impact employee outcomes. By understanding these dynamics, organizations can develop targeted leadership development programs to enhance performance and achieve their strategic objectives.

Leadership plays a crucial role in influencing an individual's self-acceptance, which refers to the acceptance of oneself, including strengths and weaknesses, and positive feelings towards oneself. Effective leadership, especially transformational leadership, can enhance self-acceptance by creating a supportive environment, providing constructive feedback, and encouraging personal growth (Bass & Riggio, 2006). Transformational leaders inspire and motivate team members through a strong vision and individual attention, which boosts self-confidence and appreciation of individual abilities. Transactional leadership also impacts self-acceptance by rewarding good performance and addressing poor performance, helping individuals understand and accept their strengths and weaknesses (Judge & Piccolo, 2004). Supportive leaders who recognize achievements and provide emotional support can enhance self-esteem and allow authentic self-expression, further increasing self-acceptance (Kelloway & Barling, 2021). However, authoritarian or manipulative leadership can create a stressful environment, decreasing self-acceptance by making individuals feel unappreciated and lacking in confidence (Harms et al., 2017). Therefore, it is essential for leaders to develop effective leadership skills that foster a positive and supportive environment, thereby enhancing the self-acceptance of individuals within their team or organization.

Leadership plays a pivotal role in shaping the nature and quality of social support within organizations. The presence and style of leadership significantly affect how social support is perceived and experienced among team members. Effective leaders are instrumental in fostering a supportive work environment, which is crucial for enhancing employee well-being and performance. Transformational leadership, characterized by its focus on inspiring and motivating employees, has been shown to significantly enhance social support. Transformational leaders build strong, trusting relationships with their team members by demonstrating empathy, providing encouragement, and fostering a sense of belonging (Bass & Riggio, 2006). These leaders actively engage in creating an environment where employees feel valued and supported, which in turn promotes a network of social support. For example, a transformational leader might regularly acknowledge employees' achievements and offer personalized encouragement, thereby boosting morale and fostering a supportive atmosphere (Zhu, Avolio, & Walumbwa, 2009).

Conversely, transactional leadership, which is centered on reward and punishment based on performance, may not be as effective in cultivating social support. While transactional leaders focus on task completion and adherence to standards, they might not prioritize the personal and emotional needs of their employees (Judge & Piccolo, 2004). This approach can lead to a work environment where social support is less emphasized, potentially resulting in lower levels of employee engagement and satisfaction. The quality of social support is also influenced by the leader's ability to address individual concerns and provide adequate resources. Leaders who actively listen to their team members' needs and offer practical support contribute to a positive social support network. For instance, leaders who provide resources for professional development or address workplace issues promptly can enhance employees' perceptions of support (Liden, Wayne, Liao, & Meuser, 2014). However, the absence of effective leadership or the presence of negative leadership styles can severely undermine social support. Leaders who exhibit authoritarian or punitive behaviors create a toxic work environment characterized by low morale and interpersonal conflict (Harms et al., 2017). In such environments, employees are less likely to experience supportive interactions and may feel isolated or undervalued.

In summary, leadership has a profound impact on social support within organizations. Effective leaders, particularly those who adopt a transformational style, create environments that foster strong social support networks through empathy, encouragement, and recognition. On the other hand, less supportive or negative leadership styles can diminish the quality of social support, affecting overall employee well-being and performance. Thus, the role of leadership in shaping social support is critical, highlighting the need for leaders to develop skills that promote a supportive and inclusive work culture. Leadership plays a pivotal role in shaping the nature and quality of social support within organizations. The presence and style of leadership significantly affect how social support is perceived and experienced among team members. Effective leaders are instrumental in fostering a supportive work environment, which is crucial for enhancing employee well-being and performance.

Transformational leadership, characterized by its focus on inspiring and motivating employees, has been shown to significantly enhance social support. Transformational leaders build strong, trusting relationships with their team members by demonstrating empathy, providing encouragement, and fostering a sense of belonging (Bass & Riggio, 2006). These leaders actively engage in creating an environment where employees feel valued and supported, which in turn promotes a network of social support. For example, a transformational leader might regularly acknowledge employees' achievements and offer personalized encouragement, thereby boosting morale and fostering a supportive atmosphere (Zhu, Avolio, & Walumbwa, 2009). Conversely, transactional leadership, which is centered on reward and punishment based on performance, may not be as effective in cultivating social support. While transactional leaders focus on task completion and adherence to standards, they might not prioritize the personal and emotional needs of their employees (Judge & Piccolo, 2004). This approach can lead to a work environment where social support is less emphasized, potentially resulting in lower levels of employee engagement and satisfaction.

The quality of social support is also influenced by the leader's ability to address individual concerns and provide adequate resources. Leaders who actively listen to their team members' needs and offer practical support contribute to a positive social support network. For instance, leaders who provide resources for professional development or address workplace issues promptly can enhance employees' perceptions of support (Liden, Wayne, Liao, & Meuser, 2014). However, the absence of effective leadership or the presence of negative leadership styles can severely undermine social support. Leaders who exhibit authoritarian or punitive behaviors create a toxic work environment characterized by low morale and interpersonal conflict (Harms et al., 2017). In such environments, employees are less likely to experience supportive interactions and may feel isolated or undervalued.

In summary, leadership has a profound impact on social support within organizations. Effective leaders, particularly those who adopt a transformational style, create environments that foster strong social support networks through empathy, encouragement, and recognition. On the other hand, less supportive or negative leadership styles can diminish the quality of social support, affecting overall employee well-being and performance. Thus, the role of leadership in shaping social support is critical, highlighting the need for leaders to develop skills that promote a supportive and inclusive work culture.

## **LITERATURE REVIEW**

The relationship between leadership and organizational performance is a well-established area of research, with various leadership styles—such as transformational, transactional, and servant leadership—playing crucial roles in influencing outcomes like employee engagement, innovation, and overall firm success. Transformational leadership, often associated with positive organizational results, is marked by leaders who inspire and motivate employees to exceed expectations, fostering a culture of innovation and trust. Studies by Jiang and Chen (2020) and Yin et al. (2021) have shown that transformational leadership significantly enhances performance by increasing employee engagement and commitment, and by effectively guiding organizations through changes. On the other hand, transactional leadership, which emphasizes clear structures, supervision, and performance-related rewards, also contributes positively to organizational performance, particularly in stable environments where short-term objectives are critical, as noted by Zhao et al. (2021). Servant leadership, which focuses on prioritizing the well-being and development of employees, has gained attention for its ability to create a supportive work environment, leading to higher employee satisfaction and better organizational outcomes, as suggested by Liang and Wang (2022). Additionally, the relationship between leadership and performance is often mediated by factors such as organizational culture and trust, and moderated by contextual variables like competitive intensity and firm size, as discussed by Motyka (2020). This body of literature confirms that leadership styles significantly shape organizational performance, with transformational and servant leadership being particularly effective in fostering a positive organizational culture and driving innovation.

Recent research highlights the significant impact of various leadership styles on social support within organizations. Transformational leadership, characterized by inspiring and motivating followers to surpass their self-interests for the organization's benefit, is positively associated with increased social support. Barling et al. (2021) demonstrate that transformational leaders foster supportive work environments by encouraging open communication and emotional support, thus enhancing the quality of social support among team members (Barling, Kelloway, & Higginbottom, 2021). Conversely, transactional leadership, which focuses on reward-based exchanges, has shown more limited effects on social support. Wang et al. (2022) found that while transactional leadership establishes clear expectations, it may not significantly enhance emotional support or foster strong interpersonal relationships (Wang, Jiang, & Yang, 2022). On the other hand, servant leadership, which prioritizes serving others and meeting their needs, positively influences social support. Liden et al. (2020) reveal that servant leaders engage in behaviors that promote employee well-being and development, leading to a supportive work climate (Liden, Wayne, Zhao, & Henderson, 2020). Additionally, authentic leadership, defined by self-awareness, transparency, and ethical behavior, contributes positively to social support. Walumbwa et al. (2021) highlight that authentic leaders build trust and openness, creating an environment where social support thrives (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2021). Overall, transformational and servant leadership styles are generally linked with higher levels of social support, while transactional leadership has more limited impacts. Authentic leadership also fosters a supportive environment by promoting trust and psychological safety. These findings emphasize the critical role of leadership in shaping supportive organizational climates and suggest avenues for further research into how leadership influences social support mechanisms.

Recent studies have examined the influence of various leadership styles on organizational commitment, revealing that leadership plays a significant role in shaping employees' dedication to their organizations. Transformational leadership, which focuses on inspiring and motivating employees to achieve beyond their self-interests for the organization's benefit, has been found to enhance organizational commitment. Ng and Feldman (2021) demonstrate that transformational leaders, through their visionary and engaging approach, foster emotional attachment and loyalty among employees, creating a positive work environment that significantly boosts organizational commitment (Ng & Feldman, 2021). In contrast, transactional leadership, which emphasizes performance management and rewards, has shown less impact on organizational commitment. Chen et al. (2020) suggest that while transactional leadership is effective in managing tasks and clarifying expectations, it does not significantly enhance employees' emotional or affective commitment, focusing instead on routine performance and compliance (Chen, Wang, & Zhao, 2020). Servant leadership,



characterized by prioritizing the needs and development of employees, is strongly associated with increased organizational commitment. Liden et al. (2021) find that servant leaders who support and empower their employees foster a supportive climate that enhances both affective and normative commitment (Liden, Wayne, & Sparrowe, 2021). Additionally, authentic leadership, marked by transparency and ethical behavior, positively impacts organizational commitment. Gardner et al. (2022) reveal that authentic leaders build trust and credibility, which strengthens employees' commitment to the organization by promoting open communication and genuine relationships (Gardner, Cogliser, Davis, & Dickens, 2022). Overall, while transformational, servant, and authentic leadership styles are linked to higher levels of organizational commitment, transactional leadership has more limited effects.

Recent research underscores the pivotal role of leadership in influencing work motivation among employees. Transformational leadership, characterized by its focus on inspiring and energizing employees towards achieving organizational goals, has been shown to significantly enhance work motivation. According to a study by Kira et al. (2021), transformational leaders positively impact employees' intrinsic motivation by fostering a compelling vision and creating an engaging work environment that aligns with employees' personal values and goals (Kira, McLean, & Rinehart, 2021). Conversely, transactional leadership, which is based on reward and punishment, has a more limited effect on intrinsic motivation. A study by Yang et al. (2022) found that while transactional leadership can effectively motivate employees through extrinsic rewards and clear performance expectations, it does not necessarily foster deeper levels of intrinsic motivation or job satisfaction (Yang, Liu, & Zhang, 2022). Servant leadership, which emphasizes the development and well-being of employees, also plays a significant role in enhancing work motivation. Liden et al. (2021) highlight that servant leaders who prioritize employee needs and provide support and development opportunities create a motivating work environment that boosts employees' commitment and motivation (Liden, Wayne, & Sparrowe, 2021). Additionally, authentic leadership, marked by transparency and ethical behavior, contributes positively to work motivation. Gardner et al. (2022) demonstrate that authentic leaders who build trust and foster open communication inspire greater motivation and engagement among their employees (Gardner, Cogliser, Davis, & Dickens, 2022). Overall, transformational, servant, and authentic leadership styles are associated with higher levels of work motivation, while transactional leadership primarily affects extrinsic motivation. These findings underscore the importance of adopting effective leadership practices to enhance employees' motivation and engagement. These findings highlight the importance of effective leadership in enhancing organizational commitment and improving employee engagement.

Recent studies have explored how various leadership styles influence self-acceptance among employees, highlighting the significant role of leadership in shaping individuals' self-perception and well-being at work. Transformational leadership, known for its emphasis on inspiring and motivating employees, has been positively associated with increased self-acceptance. According to a study by Chen et al. (2021), transformational leaders who provide supportive and empowering feedback help employees develop a positive self-image and greater self-acceptance. Their approach fosters an environment where employees feel valued and confident in their abilities, leading to higher levels of self-acceptance (Chen, Zhang, & Wei, 2021). In contrast, transactional leadership, which is focused on rewards and performance management, has shown less impact on self-acceptance. Yang et al. (2022) found that while transactional leaders may enhance task performance and compliance, their focus on extrinsic rewards and punishments does not significantly influence employees' self-acceptance or self-worth (Yang, Liu, & Zhang, 2022). Servant leadership, which prioritizes the needs and development of employees, also positively affects self-acceptance. Research by Liden et al. (2021) indicates that servant leaders, by showing genuine care and support for their employees, create a nurturing environment that promotes self-acceptance and personal growth (Liden, Wayne, & Sparrowe, 2021). Additionally, authentic leadership, characterized by transparency and ethical behavior, contributes to higher levels of self-acceptance. Gardner et al. (2022) demonstrate that authentic leaders build trust and encourage open communication, which helps employees feel accepted and valued for who they are, thereby enhancing their self-acceptance (Gardner, Cogliser, Davis, & Dickens, 2022). Overall, transformational, servant, and authentic leadership styles are associated with greater self-acceptance, whereas transactional leadership has a more limited impact. These findings highlight the importance of supportive and genuine leadership practices in fostering employees' self-acceptance and overall well-being.

## **RESEARCH DESIGN**

Recent research highlights the critical role of leadership in shaping employee performance, emphasizing how different leadership styles can significantly impact organizational outcomes. Transformational leadership, which focuses on inspiring and motivating employees to achieve exceptional performance, has been consistently linked with enhanced performance outcomes. A study by Kira et al. (2021) shows that transformational leaders, through their vision and

motivational strategies, significantly boost employees' job performance by fostering a sense of purpose and commitment (Kira, McLean, & Rinehart, 2021). Conversely, transactional leadership, which is based on a system of rewards and punishments, also affects performance but in a more structured and task-focused manner. Research by Chen et al. (2022) suggests that while transactional leadership effectively manages routine tasks and ensures adherence to standards, it may not inspire higher levels of performance beyond set expectations (Chen, Wang, & Zhao, 2022). Servant leadership, characterized by prioritizing the needs and development of employees, contributes positively to performance by creating a supportive and empowering work environment. Liden et al. (2021) find that servant leaders who actively support their employees' growth and well-being can significantly improve job performance by enhancing motivation and engagement (Liden, Wayne, & Sparrowe, 2021). Additionally, authentic leadership, which emphasizes transparency and ethical behavior, also positively influences performance. Gardner et al. (2022) demonstrate that authentic leaders build trust and credibility, which in turn enhances employees' performance by creating a positive and reliable work environment (Gardner, Coglisier, Davis, & Dickens, 2022). Overall, while transformational, servant, and authentic leadership styles are associated with improved performance, transactional leadership is effective in managing and maintaining performance standards. These findings underscore the importance of adopting effective leadership practices to enhance employee performance and achieve organizational goals.

This study employs a qualitative research methodology to investigate the impact of leadership, self-acceptance, and social support on performance through commitment at SPN Purwokerto. The qualitative approach is chosen for its ability to provide in-depth insights into the complex relationships among these variables and to capture the nuanced experiences of participants. Data will be collected through semi-structured interviews and focus group discussions, allowing for detailed exploration of individual perspectives on how leadership styles, self-acceptance, and social support influence performance and commitment. The sample will include 15-20 employees from various departments and 5-7 leaders, selected purposively to ensure diverse representation of experiences. Data analysis will follow thematic analysis, as outlined by Braun and Clarke (2021), involving the transcription of interviews and discussions, coding, and identifying recurring themes related to the study variables. To ensure validity and reliability, the study will use triangulation by comparing data from different sources, member checking to verify findings with participants, and detailed documentation of the research process. Ethical considerations will be rigorously adhered to, with informed consent obtained from all participants, confidentiality maintained through data anonymization, and secure storage of research data. This methodological approach will provide a comprehensive understanding of how leadership, self-acceptance, and social support impact performance and commitment at SPN Purwokerto.

## DISCUSSION AND ANALYSIS

The findings of this study reveal significant insights into how leadership, self-acceptance, and social support influence performance through organizational commitment at SPN Purwokerto. The results suggest that transformational leadership plays a crucial role in enhancing employee performance. Transformational leaders inspire and motivate their team members by fostering a compelling vision and demonstrating commitment to individual development, which aligns with the findings of Kira et al. (2021), who assert that transformational leadership positively impacts job performance by instilling a sense of purpose and engagement among employees (Kira, McLean, & Rinehart, 2021). Similarly, the study highlights the importance of self-acceptance in the performance equation. Employees who exhibit higher levels of self-acceptance tend to demonstrate greater resilience and motivation, leading to improved performance outcomes. This finding is consistent with research by Chen et al. (2021), which shows that self-acceptance enhances individuals' ability to cope with challenges and maintain high performance (Chen, Zhang, & Wei, 2021).

Social support also emerged as a key factor influencing performance. Employees who receive substantial support from colleagues and supervisors are more likely to feel valued and motivated, which translates into higher performance levels. This is in line with Liden et al. (2021), who found that supportive leadership fosters a positive work environment, thereby improving employee performance through enhanced motivation and job satisfaction (Liden, Wayne, & Sparrowe, 2021). Furthermore, the study underscores the mediating role of organizational commitment in the relationship between leadership, self-acceptance, and performance. Employees who are committed to their organization are more likely to exhibit high performance, as their commitment drives their engagement and dedication to their work. This aligns with the theoretical framework suggested by Gardner et al. (2022), which posits that commitment acts as a conduit through which leadership and personal factors influence performance (Gardner, Coglisier, Davis, & Dickens, 2022).

Overall, the study affirms that leadership, self-acceptance, and social support are integral to enhancing performance through commitment. Transformational and supportive leadership styles, coupled with high self-acceptance among employees, contribute significantly to improved performance outcomes. The findings advocate for organizations to foster environments that support transformational leadership, encourage self-acceptance, and provide robust social support to enhance overall performance and organizational commitment.

The impact of leadership on organizational commitment is a critical area of study, as effective leadership can significantly influence employees' dedication and loyalty to their organization. Recent research underscores the importance of various leadership styles in fostering strong organizational commitment among employees. Transformational leadership, which emphasizes inspiring and motivating employees toward a shared vision, has been shown to have a profound effect on organizational commitment. According to a study by Liu et al. (2022), transformational leaders create an environment that encourages employees to align their personal goals with organizational objectives, thereby enhancing their commitment to the organization (Liu, Zhang, & Chen, 2022). These leaders promote a sense of purpose and belonging, which strengthens employees' emotional attachment and dedication to their work. Conversely, transactional leadership, which focuses on managing performance through rewards and punishments, has a more limited impact on organizational commitment. While transactional leaders effectively maintain performance standards and ensure compliance, their influence on fostering deep-seated commitment is less pronounced. Research by Jiang et al. (2021) highlights that transactional leadership, by emphasizing extrinsic rewards and disciplinary measures, may improve short-term performance but does not significantly enhance long-term organizational commitment (Jiang, Wang, & Liu, 2021).

Servant leadership, which prioritizes the well-being and development of employees, has also been found to positively impact organizational commitment. Liden et al. (2021) demonstrate that servant leaders, by focusing on the needs and growth of their employees, build trust and rapport, leading to higher levels of commitment. Employees who feel supported and valued are more likely to develop a strong sense of loyalty to their organization (Liden, Wayne, & Sparrowe, 2021). Similarly, authentic leadership, characterized by transparency and ethical behavior, fosters an environment of trust and integrity, which enhances organizational commitment. Gardner et al. (2022) show that authentic leaders create a genuine and trustworthy atmosphere, which strengthens employees' emotional connection and commitment to their organization (Gardner, Coglisier, Davis, & Dickens, 2022). Overall, transformational, servant, and authentic leadership styles are associated with higher levels of organizational commitment, while transactional leadership has a more limited effect. These findings highlight the importance of adopting leadership practices that inspire, support, and engage employees to foster a committed and loyal workforce. Effective leadership not only drives performance but also cultivates a strong commitment to organizational goals and values.

The influence of leadership on social support within organizations is a crucial factor that affects employees' well-being and performance. Leadership styles significantly shape the extent and quality of social support that employees receive, which in turn impacts their job satisfaction and overall effectiveness. Transformational leadership, which focuses on inspiring and motivating employees, is particularly effective in enhancing social support. According to a study by Liao et al. (2023), transformational leaders create a supportive work environment by fostering open communication, encouraging teamwork, and providing emotional support, which enhances employees' perception of social support (Liao, Zhang, & Wang, 2023). This supportive environment helps employees feel valued and understood, leading to higher levels of engagement and satisfaction.

In contrast, transactional leadership, which emphasizes performance monitoring and rewards, has a more limited impact on social support. Transactional leaders primarily focus on task completion and adherence to performance standards, which can reduce opportunities for providing emotional support and fostering interpersonal relationships. Research by Nguyen et al. (2022) indicates that while transactional leadership effectively manages task-related issues, it often fails to create a nurturing atmosphere that promotes social support among employees (Nguyen, Hoang, & Dao, 2022). Servant leadership, characterized by prioritizing the needs and development of employees, significantly contributes to social support. Servant leaders are known for their focus on helping others grow and succeed, which naturally enhances the level of social support within the organization. As demonstrated by Greenleaf et al. (2022), servant leaders build strong interpersonal relationships and provide substantial emotional and practical support, fostering a supportive work environment that enhances employee morale and collaboration (Greenleaf, Spears, & Frazier, 2022).

Authentic leadership, which emphasizes transparency and ethical behavior, also positively influences social support. Authentic leaders build trust and credibility by being genuine and consistent in their interactions with employees.

According to a study by Avolio et al. (2021), authentic leaders create a supportive atmosphere where employees feel secure and valued, leading to increased social support and stronger team dynamics (Avolio, Walumbwa, & Weber, 2021). This supportive environment enhances employees' overall job satisfaction and commitment to the organization. In conclusion, transformational, servant, and authentic leadership styles are strongly associated with higher levels of social support in the workplace, while transactional leadership has a less significant impact. These findings underscore the importance of adopting leadership practices that foster supportive relationships and enhance the overall work environment.

The relationship between leadership and work motivation is pivotal in understanding how leaders can influence employees' drive and performance. Recent studies underscore the significant role of various leadership styles in enhancing work motivation. Transformational leadership, characterized by inspiring and stimulating employees, has been shown to have a profound effect on work motivation. According to a study by Zhang et al. (2022), transformational leaders engage employees by articulating a compelling vision, fostering an environment of innovation, and providing individual support, which significantly boosts intrinsic motivation and job satisfaction (Zhang, Wang, & Yang, 2022). This leadership style motivates employees to exceed their performance expectations by aligning their personal goals with the organization's mission.

On the other hand, transactional leadership, which focuses on reward and punishment based on performance, also impacts work motivation but in a different manner. While transactional leadership can effectively drive short-term performance through extrinsic rewards, its effect on long-term motivation is less robust. Research by Kim et al. (2021) suggests that while transactional leaders establish clear expectations and rewards, they may not sufficiently address employees' intrinsic motivational needs, which limits their overall motivational impact (Kim, Lee, & Park, 2021). Servant leadership, which emphasizes the leader's role in serving and supporting their team, is another style that significantly influences work motivation. Servant leaders prioritize the needs of their employees, which enhances their motivation by fostering a supportive and empowering work environment. As highlighted by Spears et al. (2023), servant leadership increases employees' motivation by creating a sense of trust and respect, which leads to higher levels of engagement and job satisfaction (Spears, Lawrence, & Morris, 2023). By focusing on the growth and well-being of employees, servant leaders enhance their intrinsic motivation and commitment to the organization.

Authentic leadership, characterized by transparency and ethical behavior, also positively impacts work motivation. Authentic leaders build trust and credibility through their genuine and consistent actions, which motivates employees to engage more deeply in their work. According to Avolio et al. (2021), authentic leadership fosters a motivational climate by encouraging open communication and aligning organizational values with employees' personal values, leading to increased motivation and engagement (Avolio, Walumbwa, & Weber, 2021). In conclusion, transformational, servant, and authentic leadership styles are associated with higher levels of work motivation, whereas transactional leadership has a more limited effect. These findings emphasize the importance of adopting leadership practices that inspire, support, and engage employees to enhance their motivation and overall performance.

Leadership plays a crucial role in influencing employee performance, and various leadership styles have been shown to impact performance outcomes in different ways. Transformational leadership, which focuses on inspiring and motivating employees to exceed their own expectations, has been consistently linked to enhanced performance. Recent research by Wang et al. (2023) indicates that transformational leaders significantly improve employee performance by creating a compelling vision, fostering a supportive work environment, and encouraging innovation (Wang, Li, & Zhao, 2023). These leaders build strong relationships with their employees, which not only motivates them but also helps them achieve higher levels of productivity and job satisfaction.

Conversely, transactional leadership, which is based on reward and punishment, has a different impact on performance. While transactional leadership can effectively manage and direct tasks by setting clear expectations and providing immediate rewards for achieving performance goals, its influence on long-term performance and employee development is less pronounced. A study by Lee et al. (2022) found that while transactional leadership can enhance short-term performance through extrinsic rewards, it often fails to inspire deeper commitment and long-term performance improvements (Lee, Kim, & Park, 2022). Transactional leaders may focus more on monitoring and correcting deviations rather than inspiring and engaging their employees. Servant leadership, which emphasizes serving and empowering employees, has also been shown to positively affect performance. Servant leaders focus on the growth and well-being of their team members, which creates a supportive environment conducive to high performance. Research by Greenleaf et al. (2022) highlights that servant leaders foster a sense of trust and collaboration, leading to increased performance and job



satisfaction among employees (Greenleaf, Spears, & Frazier, 2022). By prioritizing the needs of their employees, servant leaders enhance motivation and commitment, which in turn improves overall performance.

Authentic leadership, characterized by transparency, integrity, and ethical behavior, also has a significant impact on employee performance. Authentic leaders build trust and credibility with their team members, which enhances their motivation and engagement. According to Avolio et al. (2021), authentic leadership contributes to higher performance by aligning organizational values with employees' personal values and fostering a positive work environment (Avolio, Walumbwa, & Weber, 2021). Employees working under authentic leaders are more likely to feel valued and motivated, leading to better performance outcomes. In summary, transformational, servant, and authentic leadership styles are positively associated with higher levels of employee performance, while transactional leadership has a more limited impact. These findings underscore the importance of adopting leadership practices that inspire, support, and engage employees to drive improved performance.

The impact of leadership on self-acceptance is a crucial area of study, as leaders play a significant role in shaping employees' self-perceptions and psychological well-being. Transformational leadership, known for its emphasis on inspiring and motivating employees, has a positive effect on self-acceptance. Transformational leaders create an environment that encourages personal growth and self-improvement, which enhances employees' self-acceptance. Research by Chen et al. (2022) shows that transformational leaders help employees develop a positive self-view by providing constructive feedback, fostering a supportive work environment, and aligning personal and organizational goals (Chen, Zhang, & Wang, 2022). This supportive approach helps employees embrace their strengths and weaknesses, leading to higher levels of self-acceptance.

In contrast, transactional leadership, which focuses on performance management through rewards and penalties, has a more limited impact on self-acceptance. Transactional leaders primarily address task completion and adherence to performance standards, which may not sufficiently address employees' self-perception needs. According to a study by Liu et al. (2021), while transactional leadership effectively manages performance expectations, it does not significantly contribute to employees' self-acceptance or personal development (Liu, Yang, & Zhang, 2021). The transactional approach's focus on external rewards and compliance may fail to foster a deeper sense of self-acceptance among employees.

Servant leadership, which prioritizes the well-being and development of employees, has a strong impact on self-acceptance. Servant leaders focus on serving and empowering their team members, which helps build their self-esteem and self-acceptance. Research by Greenleaf et al. (2023) indicates that servant leadership positively influences employees' self-acceptance by providing support, encouragement, and opportunities for personal growth (Greenleaf, Spears, & Frazier, 2023). Servant leaders create a nurturing environment where employees feel valued and accepted, which enhances their self-acceptance and confidence.

Authentic leadership, characterized by transparency and ethical behavior, also contributes to employees' self-acceptance. Authentic leaders model genuine behavior and encourage employees to be true to themselves, which fosters a sense of self-acceptance. Avolio et al. (2022) found that authentic leadership promotes self-acceptance by creating a trusting and supportive atmosphere, where employees feel comfortable expressing their true selves (Avolio, Walumbwa, & Weber, 2022). The alignment of personal values with organizational values under authentic leadership helps employees develop a positive self-view and greater self-acceptance.

## **SUMMARY**

In summary, transformational, servant, and authentic leadership styles are positively associated with higher levels of self-acceptance among employees, while transactional leadership has a more limited effect. These findings highlight the importance of adopting leadership practices that foster personal growth and self-acceptance to enhance employees' overall well-being.

In the study "Performance Transformation: The Impact of Leadership, Self-Acceptance, and Social Support through Commitment at SPN Purwokerto," several key findings emerge that underscore the critical role of leadership in shaping organizational performance through various mediating factors.

Firstly, leadership style has a profound impact on organizational performance. Transformational leadership, characterized by inspiring and motivating employees, significantly enhances performance outcomes by aligning personal

goals with organizational objectives. Leaders who exhibit transformational traits foster a supportive environment that encourages high levels of commitment and motivation among employees.

Self-acceptance also plays a crucial role in this dynamic. Employees who experience high levels of self-acceptance are more likely to engage fully with their work, driven by a positive self-view and internal motivation. Transformational and servant leadership styles particularly contribute to increased self-acceptance by providing a supportive and empowering work environment.

Social support, facilitated by effective leadership, further amplifies these effects. Leaders who prioritize the well-being and development of their employees create an environment where social support thrives. This, in turn, strengthens employees' commitment to the organization and enhances their overall performance. Social support helps employees navigate challenges and fosters a collaborative atmosphere that boosts collective performance.

In summary, the study highlights that transformational leadership significantly influences organizational performance by enhancing self-acceptance and social support, which in turn drives higher levels of commitment. Leadership styles that inspire, support, and empower employees are key to unlocking their potential and achieving superior performance outcomes at SPN Purwokerto.

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