



Transformational Leadership and Work Motivation on Employee Performance: Evidence from KONI Mojokerto City

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Abstract

Purpose: This study examines the influence of transformational leadership style and work motivation on employee achievement through work spirit as an intervening variable among employees of the Indonesian National Sports Committee (KONI) in Mojokerto City.

Research Methodology: A quantitative survey design was employed. The study involved all 53 KONI Mojokerto City employees using a saturated sampling technique. Data were collected through questionnaires and analyzed using path analysis to examine the direct and indirect relationships among transformational leadership style, work motivation, work spirit, and achievement.

Results: The findings reveal that transformational leadership style and work motivation significantly enhance work spirit. In addition, transformational leadership style, work motivation, and work spirit each have a significant positive effect on employee achievement. The mediation analysis confirms that work spirit strengthens the influence of transformational leadership style and work motivation on achievement, indicating its important role as a mechanism linking leadership and motivation to improved performance.

Conclusion: Transformational leadership and work motivation are key drivers of employee achievement, particularly when supported by strong work spirit. Leaders who inspire, motivate, and provide clear direction can foster greater enthusiasm and commitment, leading to higher organizational performance.

Limitations: The study is limited to 53 employees of KONI Mojokerto City, restricting the generalizability of the findings to other organizational settings.

Contributions: This study enriches the human resource management literature by demonstrating the mediating role of work spirit in the relationship between transformational leadership, work motivation, and employee achievement, while offering practical guidance for organizations seeking to improve employee performance through effective leadership and motivational strategies.

Keywords: *Achievement, Transformational Leadership Style, Work Motivation, Work Spirit*

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1. Introduction

Achievement represents an important indicator of organizational success because it reflects the extent to which individuals are able to achieve predetermined goals and performance standards. In organizational contexts, achievement is not only determined by individual capabilities but also influenced by leadership practices, psychological conditions, and motivational factors that encourage employees to perform optimally. Organizations require employees who possess commitment,

enthusiasm, and willingness to contribute consistently because human resources remain a critical element in achieving institutional objectives ([Sitopu, Sitinjak, & Marpaung, 2021](#); [Khan, Amin, & Saif, 2025](#); [Karman, 2020](#)).

In public and non-profit organizations, achievement becomes increasingly important because organizational effectiveness depends heavily on the ability of members to transform available resources into meaningful outcomes. The Indonesian National Sports Committee (*Komite Olahraga Nasional Indonesia/KONI*) is an institution responsible for supporting sports development and improving achievement quality ([Mulyana, Hidayat, Hanief, Juniar, Millah, Rahmat, & Hadyansah, 2022](#)). KONI aims to create outstanding sporting achievements, develop athlete character, strengthen national unity, and improve the quality of human resources in sports development. Therefore, achieving organizational goals requires effective management practices that encourage employees and athletes to maintain high levels of enthusiasm and dedication ([Ulfah & Wulandari, 2022](#)).

One factor that influences achievement is transformational leadership style. Transformational leadership emphasizes the ability of leaders to inspire, motivate, and encourage individuals to exceed their personal expectations in achieving organizational goals ([Bojović, & Jovanović, 2020](#); [Eduzor, 2024](#)). Leaders with transformational characteristics provide vision, intellectual stimulation, and individual consideration, allowing employees to develop stronger commitment and willingness to contribute. In organizational environments, transformational leaders do not merely direct employees but also create psychological conditions that encourage creativity, responsibility, and enthusiasm ([Celestin & Sujatha, 2024](#)).

Besides leadership style, work motivation plays an essential role in determining employee achievement. Motivation represents internal and external forces that encourage individuals to direct their efforts toward achieving organizational objectives. Employees with strong motivation tend to demonstrate greater persistence, responsibility, and involvement in completing their tasks. Previous studies indicate that motivated employees are more likely to show higher engagement and willingness to take responsibility for organizational outcomes ([Ausat, Shafiq, Wafik, & López, 2024](#)). However, leadership style and motivation may not always directly produce optimal achievement without psychological mechanisms that encourage employees to translate organizational support into actual behavior. One important mechanism is work spirit. Work spirit reflects employees' enthusiasm, positive attitudes, and willingness to participate actively in organizational activities. Employees with high work spirit tend to demonstrate stronger commitment, better cooperation, and greater effort in achieving organizational targets ([Udin, 2020](#)).

The role of work spirit as an intervening variable is important because leadership and motivation influence achievement through employees' psychological readiness. Transformational leaders can strengthen work spirit by creating supportive relationships and providing meaningful direction. Similarly, employees with high motivation are more likely to develop enthusiasm and persistence, which ultimately contribute to better achievement. Based on this perspective, understanding the relationship between transformational leadership style, work motivation, work spirit, and achievement is important, particularly within KONI Mojokerto City. Therefore, this study aims to analyze the influence of transformational leadership style and work motivation on achievement through work spirit as an intervening variable.

2. Literature Review and Hypothesis/es Development

2.1 Transformational Leadership Style

Transformational leadership style refers to a leadership approach that emphasizes the ability of leaders to inspire, motivate, and encourage individuals to achieve organizational goals beyond their personal expectations. Transformational leaders do not only focus on task completion but also seek to develop employees' potential through vision, encouragement, intellectual stimulation, and individual

consideration ([Bakker, Hetland, Olsen, & Espevik, 2023](#)). In organizational environments, transformational leaders play an important role in creating positive psychological conditions among employees. Leaders who provide clear direction, appreciation, and support can increase employees' confidence and willingness to contribute. Through effective communication and inspirational behavior, transformational leaders encourage employees to develop stronger commitment and enthusiasm toward achieving organizational objectives ([Akdere, & Egan, 2020](#); [Khan, Rehmat, Butt, Farooqi, & Asim, 2020](#)).

Within KONI organizations, transformational leadership is particularly important because achievement requires strong coordination, dedication, and collective effort. Leaders who are able to motivate and influence members can create a supportive environment that strengthens work spirit and encourages better achievement outcomes. Therefore, transformational leadership is expected to influence employees' enthusiasm and achievement.

H₁: Transformational leadership style has a positive and significant effect on work spirit.

2.2 Work Motivation

Work motivation represents internal and external forces that encourage individuals to direct their efforts toward achieving specific goals. Motivation determines employees' willingness, persistence, and enthusiasm in completing responsibilities. Employees with strong motivation tend to demonstrate greater involvement, responsibility, and commitment toward organizational objectives ([Eladira, Lubis, & Sakti, 2024](#)). According to organizational behavior perspectives, motivated individuals are more likely to show positive work attitudes because they perceive their tasks as meaningful and valuable. Motivation encourages employees to overcome challenges, maintain consistency, and improve their contribution to organizational success. Without sufficient motivation, employees may experience decreased enthusiasm and reduced willingness to achieve optimal results ([Hairul, Wibisono, & Catrayasa, 2024](#); [Syafrizal, Wibisono, & Nurhatisyah, 2024](#)).

In sports organizations such as KONI, motivation becomes an essential factor because achievement requires continuous effort, discipline, and commitment. Employees and organizational members who possess strong motivation are more likely to demonstrate higher work spirit in supporting organizational goals.

H₂: Work motivation has a positive and significant effect on work spirit.

2.3 Work Spirit

Work spirit refers to employees' psychological condition characterized by enthusiasm, optimism, willingness to cooperate, and positive attitudes toward work. High work spirit reflects employees' readiness to contribute actively and maintain commitment in completing organizational responsibilities. Work spirit is an important factor because it connects organizational factors with individual outcomes ([Pribadi, Effendi, & Suryani, 2020](#)). Employees who possess strong work spirit are more likely to demonstrate persistence, cooperation, and dedication. Conversely, low work spirit may reduce productivity, weaken commitment, and negatively affect achievement. In organizational settings, work spirit can be strengthened through supportive leadership and adequate motivation. Leaders who provide inspiration and employees who possess strong internal motivation can create positive work environments that encourage enthusiasm and better performance outcomes ([Wardani & Anwar, 2019](#)).

H₃: Work spirit has a positive and significant effect on achievement.

2.4 Transformational Leadership Style and Achievement

Transformational leadership can directly influence achievement because leaders determine organizational direction, encourage employee involvement, and create conditions that support goal

attainment. Leaders who communicate a clear vision and provide motivation can encourage employees to improve their efforts and achieve higher outcomes. Transformational leaders influence achievement by developing employee confidence, encouraging innovation, and creating a sense of responsibility toward organizational goals ([Suryadi, Dewi, Trisnawati, & Al-Amin, 2024](#); [Nguon, 2022](#)). When employees perceive that leaders provide meaningful support, they are more likely to increase their contribution and demonstrate better achievement. Previous organizational studies indicate that effective leadership styles contribute significantly to improving individual and organizational outcomes. Therefore, transformational leadership is expected to contribute directly to achievement.

H₄: Transformational leadership style has a positive and significant effect on achievement.

2.5 Work Motivation and Achievement

Work motivation is closely associated with achievement because motivated employees tend to demonstrate greater effort and persistence in accomplishing tasks. Motivation encourages individuals to establish goals, overcome obstacles, and maintain performance consistency. Employees with high motivation are more likely to seek improvement, accept challenges, and actively contribute to organizational success. In contrast, employees with low motivation may demonstrate reduced effort and weaker commitment toward achieving organizational targets ([Davis, Unsworth, Russell, & Galvan, 2020](#); [Sungu, Weng, & Xu, 2019](#)). In KONI Mojokerto City, achievement requires continuous dedication and commitment from organizational members. Therefore, work motivation is expected to become an important determinant of achievement.

H₅: Work motivation has a positive and significant effect on achievement.

2.6 Transformational Leadership Style Through Work Spirit on Achievement

Transformational leadership may influence achievement through the development of work spirit. Although leaders can directly influence employee outcomes, their impact becomes stronger when leadership behavior successfully creates enthusiasm and positive psychological conditions among employees. Transformational leaders strengthen work spirit by providing inspiration, recognition, and meaningful support. Increased work spirit encourages employees to demonstrate greater effort and commitment, which subsequently improves achievement. Therefore, work spirit acts as an important mechanism that explains how transformational leadership contributes to achievement ([Simatupang, Silalahi, Indajang, & Butarbutar, 2023](#)).

H₆: Work spirit mediates the relationship between transformational leadership style and achievement.

2.7 Work Motivation Through Work Spirit on Achievement

Work motivation may also influence achievement through work spirit. Employees with strong motivation tend to develop greater enthusiasm, confidence, and willingness to contribute. This positive psychological condition encourages employees to maintain effort and achieve better results. Work spirit transforms individual motivation into actual behavior by encouraging employees to actively participate and complete responsibilities effectively ([Iqbal, Bureš, Zanker, Abdullah, & Tootell, 2023](#); [Wang, Guo, Ni, Shang, & Tang, 2019](#); [Du, & Yan, 2022](#)). Therefore, motivation is expected to have a stronger influence on achievement when supported by high work spirit.

H₇: Work spirit mediates the relationship between work motivation and achievement.

3. Research Methodology

3.1 Population and Sample

The population in this study comprised all athletes in KONI Mojokerto City, totaling 53 people. The sampling technique used was saturated or census sampling. Saturated or census sampling is a sampling technique in which all members of the population are used as samples. Therefore, the number of samples in this study was 53 KONI Mojokerto City athletes.

3.2 Analysis Method

Partial Least Squares (PLS) was used for data analysis. PLS is a new analytical technique pioneered by Herman World and is commonly referred to as soft modeling. With PLS, structural equations with relatively small sample sizes can be modeled, and multivariate normal assumptions are not required. The measurement model was used to test the validity and reliability of the measuring instruments, and the structural model was used to test causal relationships. PLS path modeling was developed as an alternative to Structural Equation Modeling (SEM) with a weak theoretical basis ([Hair, Hult, Ringle, & Sarstedt, 2022](#)).

4. Results and Discussions

4.1 Results

4.1.1 Calculating Path Coefficient I

At this stage, the path coefficient of Model I is calculated. The results of the data analysis using SPSS 22 software obtained the following regression model I results:

Table 1. Coefficient of Determination of Model I

Model	Model	Unstandardized Coefficients	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.707	3.533		1.898	.063
	Transformational Leadership Style	.075	.065	.136	3.163	.046
	Work Motivation	.667	.124	.310	5.387	.000

Table 1 shows that the significant value of the two independent variables, namely the Transformational Leadership Style variable (X_1) is obtained sig 0.046 and the Work Motivation variable (X_2) obtained a sig of 0.000. From the results of the test, both independent variables had a sig value smaller than α ($5\% = 0.05$). Therefore, it can be concluded that the Transformational Leadership Style (X_1) and Work Motivation (X_2) variables have an effect on Work Spirit (Z). To find out how much influence the Transformational Leadership Style variable (X_1) and the Work Motivation variable (X_2) have, it can be seen from the following analysis results.

4.1.2 Model Summary

Table 2. Coefficient of Determination (R^2) Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.713a	.508	.488	1.40369	1.050

Based on Table 2, R^2 or R square is obtained as much as 0.508, this shows that the contribution or influence of the Transformational Leadership Style variable (X_1), Work Motivation (X_2) has an effect

on Work Spirit (Z) of 50.8%. The remaining 49.2% was influenced by other variables. From the results of these calculations, the following structural path model was obtained:

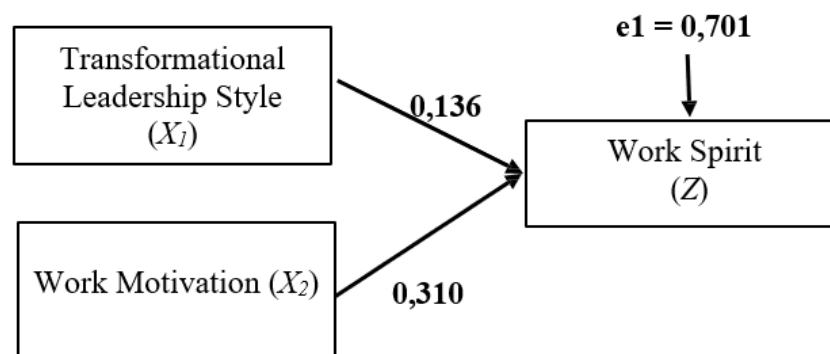


Figure 1. Structural Path Model of Transformational Leadership Style and Work Motivation on Work Spirit

Based on Figure 1, transformational leadership style and work motivation have positive effects on work spirit. The path coefficient values indicate that work motivation (0.310) provides a greater contribution to work spirit compared to transformational leadership style (0.136). This finding demonstrates that employees' motivation plays an important role in strengthening work enthusiasm within the organization.

4.1.3 Calculating Path Coefficient II

The results of the data analysis using SPSS 22 software produced the following results for the second regression model:

Table 3. Coefficient of Determination of Model II

Model		Unstandardized Coefficients	Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	8.437	3.962		2.129	.038
	Transformational Leadership Style	.220	.071	.347	3.094	.003
	Work Motivation	.424	.168	.351	2.517	.015
	Work Spirit	.220	.153	.193	1.439	.016

Table 3 shows that the significant value of the two independent variables, namely the Transformational Leadership Style variable (X_1) is 0.003, the Work Motivation variable is obtained sig of 0.015, and the Work Spirit variable (Z) is obtained sig of 0.016. From the results of the test, the two independent variables and 1 intervening variable get a sig value smaller than α (5% = 0.05) so it can be concluded that the Transformational Leadership Style variable (X_1), the Work Motivation variable (X_2) and the Work Spirit variable (Z) affects achievement (Y).

4.1.4 Tabel 4. Regression Model Summary of the Structural Path II

Table 4. Regression Model Summary of the Structural Path II

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
1	.754 ^a	.568	.542	1.52037	1.136

Table 4 shows that the R^2 or R square is 0.568, which shows that the contribution or influence of the Transformational Leadership Style (X_1), Work Motivation (X_2), and Work Spirit (Z) variables on the

Achievement variable is 56.8%. The remaining 55.2% is influenced by other variables that are not discussed/included in this study. From the results of these calculations, the following structural path II model was obtained:

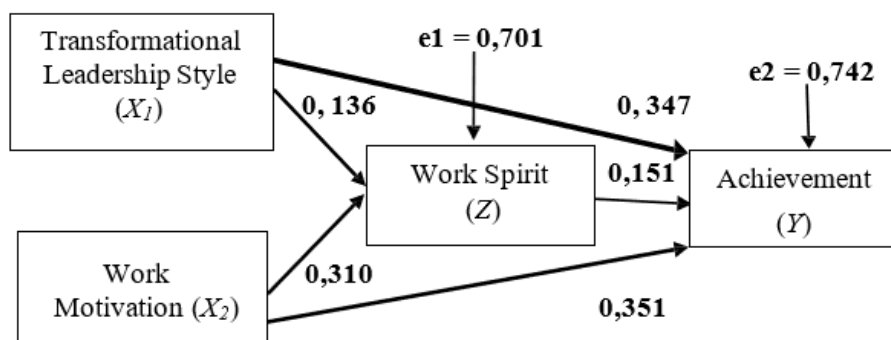


Figure 2. Structural Path Model of Transformational Leadership Style, Work Motivation, and Work Spirit on Achievement

Figure 2 illustrates the structural path model showing the direct and indirect relationships among transformational leadership style, work motivation, work spirit, and achievement. The model indicates that transformational leadership style (X_1) has a positive direct effect on work spirit (Z) with a path coefficient of 0.136 and on achievement (Y) with a coefficient of 0.347. Furthermore, work motivation (X_2) positively influences work spirit (Z) with a coefficient of 0.310 and directly affects achievement (Y) with a coefficient of 0.351. Work spirit (Z) also demonstrates a positive effect on achievement (Y) with a coefficient of 0.151. These results indicate that transformational leadership style and work motivation contribute to improving achievement both directly and indirectly through work spirit as a mediating variable.

4.2 Discussion

4.2.1 The Effect of Transformational Leadership Style on Work Spirit

The results of hypothesis testing show that H_1 is accepted, indicating that transformational leadership style has a positive and significant effect on work spirit. This finding demonstrates that leaders who apply transformational leadership behaviors are able to strengthen employees' enthusiasm, commitment, and willingness to contribute to organizational goals. Transformational leaders influence employees through inspirational motivation, intellectual stimulation, and individual consideration (Hosna, Islam, & Hamid, 2021). When employees receive clear direction, appreciation, and support from leaders, they tend to develop positive attitudes toward their work. In the context of KONI Mojokerto City, transformational leadership is important because organizational achievement requires strong coordination and collective commitment among employees.

This finding supports transformational leadership theory, which explains that effective leaders can transform employee attitudes and behaviors by creating meaningful relationships and encouraging employees to exceed basic expectations (Khan, Rehmat, Butt, Farooqi, & Asim, 2020). Therefore, strengthening transformational leadership practices can become an effective strategy for increasing employee work spirit.

4.2.2 The Effect of Work Motivation on Work Spirit

The results indicate that H_2 is accepted, meaning that work motivation has a positive and significant effect on work spirit. Employees with higher motivation tend to demonstrate greater enthusiasm, persistence, and willingness to complete organizational responsibilities. Motivation functions as an internal driving force that encourages employees to direct their efforts toward achieving organizational goals. When employees perceive their work as meaningful and receive adequate

organizational support, they are more likely to develop positive feelings toward their responsibilities ([Sun, 2019](#)).

In KONI Mojokerto City, motivated employees are expected to show stronger involvement in organizational activities because sports organizations require continuous dedication and commitment. This finding reinforces motivation theory, which states that individual effort and behavior are strongly influenced by internal motivation and external organizational factors.

4.2.3 The Effect of Work Spirit on Achievement

The hypothesis testing results demonstrate that H_3 is accepted, indicating that work spirit has a positive and significant effect on achievement. This finding confirms that employees' psychological conditions play an important role in determining organizational outcomes ([Wu, Roemer, Kent, Ballard, & Goetzel, 2021](#)). Employees with strong work spirit tend to demonstrate greater responsibility, cooperation, discipline, and enthusiasm in completing their duties. These positive behaviors contribute to improved achievement because employees are more willing to invest effort in achieving organizational targets. Therefore, work spirit can be considered an important factor that transforms individual willingness into actual achievement outcomes. Organizations should maintain employee enthusiasm through supportive leadership, motivation programs, and positive workplace conditions ([Reyaz, 2024](#)).

4.2.4 The Effect of Transformational Leadership Style on Achievement

The results show that H_4 is accepted, meaning that transformational leadership style has a positive and significant effect on achievement. This finding indicates that leadership behavior directly influences employees' ability to achieve organizational objectives. Transformational leaders provide vision, encouragement, and support that motivate employees to improve their contribution. Leaders who successfully communicate organizational goals can increase employees' understanding of their roles and encourage them to achieve better outcomes ([Alsadaan, Salameh, Reshia, Alruwaili, Alruwaili, & Jones, 2023](#); [Dewi, & Wibowo, 2020](#)).

In KONI Mojokerto City, transformational leadership is essential because achieving organizational targets requires effective coordination and strong commitment. Therefore, leadership development should become a strategic priority for improving achievement.

4.2.5 The Effect of Work Motivation on Achievement

The results confirm that H_5 is accepted, indicating that work motivation has a positive and significant effect on achievement. Employees with strong motivation tend to demonstrate higher effort, persistence, and commitment in completing their responsibilities ([Grant & Shandell, 2022](#)). Motivation encourages employees to overcome challenges and maintain performance consistency. Without adequate motivation, employees may experience reduced enthusiasm and lower involvement in organizational activities. This finding supports human resource management theory, which emphasizes that motivation is one of the primary determinants of employee outcomes. Therefore, organizations need to develop strategies that maintain employee motivation through recognition, appreciation, and development opportunities ([Adesina & Egbuta, 2025](#)).

4.2.6 The Mediating Role of Work Spirit in the Relationship Between Transformational Leadership Style and Achievement

The mediation analysis indicates that H_6 is accepted, meaning that work spirit significantly mediates the relationship between transformational leadership style and achievement. This finding shows that transformational leadership does not only influence achievement directly but also operates through employees' psychological conditions. Leaders who provide inspiration and support can strengthen employees' work spirit, which subsequently encourages better achievement ([Schaufeli, 2021](#)).

The mediating effect highlights that leadership effectiveness depends not only on leader behavior but also on how employees internally respond to leadership practices. Therefore, organizations should focus on developing leadership styles that enhance employees' enthusiasm and commitment.

4.2.7 The Mediating Role of Work Spirit in the Relationship Between Work Motivation and Achievement

The results demonstrate that H_7 is accepted, indicating that work spirit mediates the relationship between work motivation and achievement. This finding explains that motivation becomes more effective in improving achievement when employees possess strong work spirit. Motivation provides the initial encouragement, while work spirit transforms this encouragement into consistent effort and positive work behavior ([Udodiugwu, Nwosu, Obiakor, & Nwumeh, 2024](#)).

Therefore, organizations should not only focus on increasing employee motivation but also create conditions that maintain enthusiasm and commitment. Strong work spirit enables employees to convert motivation into achievement-oriented actions.

5. Conclusions

This study concludes that transformational leadership style and work motivation play important roles in improving employee achievement through the development of work spirit. The findings demonstrate that transformational leadership style significantly influences work spirit and achievement, indicating that leaders who provide inspiration, direction, and individual support can encourage employees to develop stronger enthusiasm and commitment toward organizational goals. Furthermore, work motivation also significantly affects work spirit and achievement, confirming that motivated employees tend to demonstrate greater persistence, responsibility, and willingness to contribute to organizational success.

The results also reveal that work spirit functions as an important psychological mechanism that strengthens the relationship between transformational leadership, work motivation, and achievement. Employees who possess high work spirit are more likely to translate leadership support and personal motivation into positive work behaviors that contribute to better achievement outcomes. Therefore, improving employee achievement requires not only strengthening leadership practices and motivational strategies but also creating organizational conditions that maintain employees' enthusiasm and commitment.

In the context of KONI Mojokerto City, these findings highlight the importance of developing transformational leadership practices and maintaining employee motivation as strategic efforts to improve organizational effectiveness. Leaders should focus on providing continuous support, recognition, and meaningful communication, while organizations should establish programs that encourage employee involvement and enthusiasm. By strengthening leadership quality, motivation, and work spirit simultaneously, organizations can achieve more sustainable improvements in employee achievement.

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Author Contributions

SBW conceptualized the study, developed the research framework, designed the methodology, collected and analyzed the data, and prepared the original manuscript draft. S contributed to the validation process, reviewed the theoretical framework, provided critical revisions, and supervised the research process. All authors contributed to manuscript editing, interpretation of findings, and final review of the manuscript. All authors have read and agreed to the published version of the manuscript.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. This research was conducted independently, and there are no financial, institutional, or personal relationships that could influence the research design, data analysis, interpretation of results, or conclusions presented in this manuscript.

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