The Effect of Transformational Leadership Style and Work Motivation on Improving Achievement Through Work Spirit of Koni Employees in Mojokerto City

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Abstract: This study discusses the influence of transformational leadership style and work motivation on achievement through work spirit in KONI Mojokerto City athletes. This study took 53 respondents. From the results of the study it is known that there is an influence of the Transformational Leadership Style variable (X1) obtained a significance value of 0.046, the Work Motivation variable (X2) obtained a significance value of 0.000, less than 0.05 thus conclude that there is a direct relationship between variables (X1) and (X2) to (Z). There is an influence of the Transformational Leadership Style variable (X1) obtained a significance value of 0.003, the Work Motivation variable (X2) obtained a significance value of 0.015 and the Work Spirit variable (Z) of 0.016 less than 0.05 then it can be concluded that variables (X1), (X2) and (Z) have a direct effect on the Achievement variable (Y). There is an influence of the variables Transformational Leadership Style (X1) and Work Motivation (X2) which have smaller values compared to the influence of the variables Transformational Leadership Style (X1) and Work Motivation (X2) through the variable Work Spirit (Z), thus it can be concluded that (X1) and (X2) through the variable (Z) have an influence on the variable (Y).

Keyword: Transformational Leadership Style, Work Motivation, Work Spirit, Achievement

INTRODUCTION

KONI aims to realize proud sporting achievements, build character, raise the dignity and honor of the nation in strengthening and fostering national unity and unity and improving the quality of athletes so that they can continue to excel. According to Simanjuntak (2017), achievement is a comparison between the actual results achieved with previously set standards. If the actual results are greater than the established standards, it indicates good achievement, but if the opposite is true, it indicates poor achievement.

Work enthusiasm is thought to have a relationship with achievement. The basis for this assumption begins with the assumption that high work enthusiasm will lead to high achievement. According to Azwar (2015), work enthusiasm is a picture of feelings related to the nature/soul of group enthusiasm, joy/activities for groups of workers that indicate the climate and atmosphere of workers.

Achievement and job satisfaction are not only influenced by leadership style but motivation is also a variable that can affect achievement. Motivation is a state within a person to encourage taking actions to achieve the desired goals. And motivation is a drive with a purpose, not merely because of emptiness (Mathis and Jackson 2015).

According to research conducted by Grant (2013), motivation forces employee outcomes such as performance and achievement. He also stated that motivated employees are more autonomy-oriented and more independent compared to less motivated employees. Furthermore, motivated employees are highly engaged and involved in their work and jobs and are more willing to take responsibility (Kuvaas and Dysvik 2014).

METHOD
Population and Sample
The population in this study were all athletes in KONI Mojokerto City, totaling 53 people. The sampling technique used saturated or census sampling. Saturated or census sampling is a sampling technique when all members of the population are used as samples. Therefore, the number of samples in this study was 53 KONI Mojokerto City athletes.
Analysis Method
The data analysis method used is Partial Least Squares (PLS). PLS is a new method analysis technique pioneered by Herman World, PLS 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 is used in testing the validity and reliability of measuring instruments, and the structural model is used in testing causal relationships. PSL path modeling was developed as an alternative to Structural Equation Modeling (SEM) with a weak theoretical basis.

RESULTS AND DISCUSSION
Calculating Path Coefficient I
At this stage, the path coefficient of Model I will be calculated. The results of data analysis using SPSS 22 software obtained the following regression model I results:

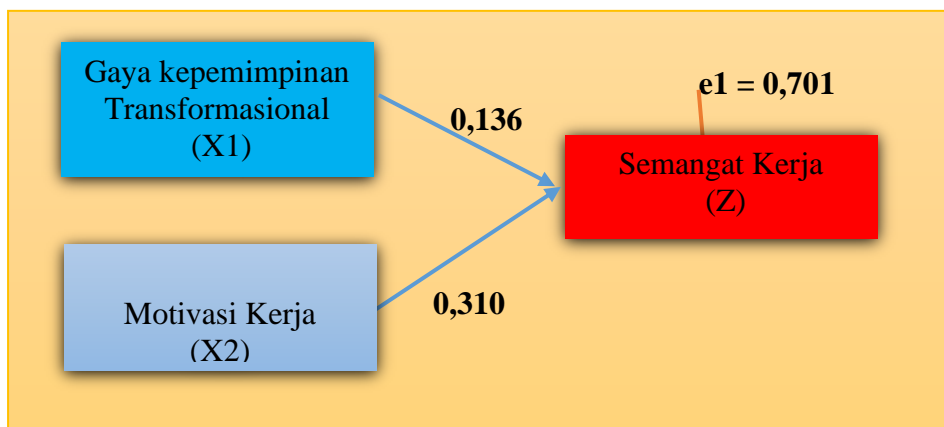| Coefficient of Determination of Model I					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.707	3.533		1.898	.063
Transformational Leadership Style	.075	.065	.136	3.163	.046
Work Motivation	.667	.124	.310	5.387	.000

Source: Processed data

The coefficient of model I refers to the results of the regression analysis of model one in the coefficient section in table 4.11 above, it can be seen that the significant value of the two independent variables, namely the Transformational Leadership Style variable (X1) is obtained sig

0.046 and the Work Motivation variable (X2) is obtained sig of 0.000. From the results of the test, both independent variables get a sig value smaller than α (5% = 0.05), so it can be concluded that the Transformational Leadership Style variable (X1) and the Work Motivation variable (X2) have an effect on Work Spirit (Z). To find out how much influence the Transformational Leadership Style variable (X1) and the Work Motivation variable (X2) have, it can be seen from the following analysis results

Model Summary^b

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

Source: Processed data

From the analysis results in table 4.12, 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 (X1), Work Motivation (X2) has an effect on Work Spirit (Z) of 50.8%. While the remaining 49.2% is influenced by other variables. From the results of these calculations, the following structural path model I is obtained:

Source: Processed data

Calculating Path Coefficient II

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

Coefficient of Determination of Model II

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
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

a. Dependent Variable: Achievement

The coefficient of model II refers to the results of the regression analysis of model one in the coefficient section in table 4.13 above, it can be seen that the significant value of the two independent variables, namely the Transformational Leadership Style variable (X1) is obtained sig 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 (X1), the Work Motivation variable (X2) and the Work Spirit variable (Z) have an effect on Achievement (Y). To find out how much influence the Transformational Leadership Style variable (X1), the Work Motivation variable (X2) and the Work Spirit variable (Z) can be seen from the results of the analysis using SPSS software in table 4.14.

Tabel Model Sumary

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

Source: Processed data

From the analysis results in table 4.14, it can be obtained R^2 or R square of 0.568, this shows that the contribution or influence of the Transformational Leadership Style (X1), Work Motivation (X2) and Work Spirit (Z) variables on the Achievement variable is 56.8%. While 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 is obtained:
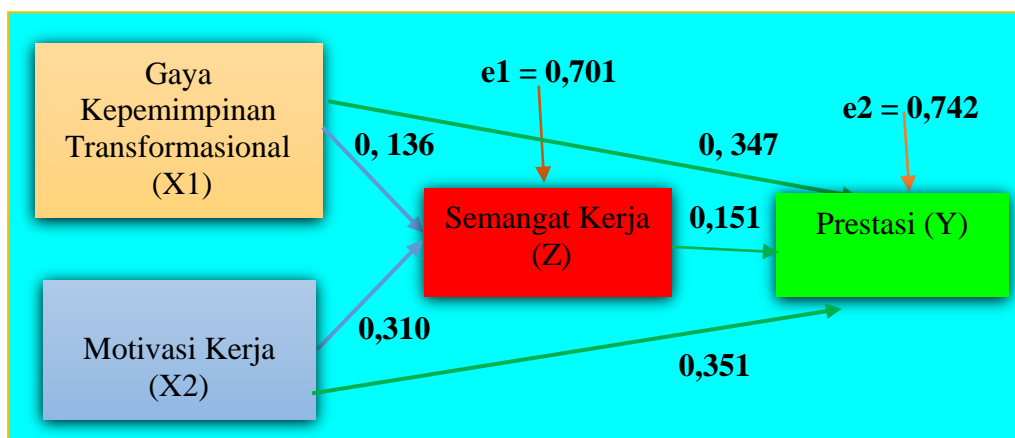
Source: Processed data

Discussion
1. Analysis of the influence of the Transformational Leadership Style variable (X1) on the Work Spirit variable (Z), from the results of the analysis obtained a significance value of 0.046, this result is smaller than α (0.05), so it can be concluded that there is a direct significant influence of the Transformational Leadership Style variable (X1) on the Work Spirit variable (Z).
2. Analysis of the influence of the Work Motivation variable (X2) on the Work Spirit variable (Z), from the results of the analysis obtained a significance value of 0.000, this result is smaller

than α (0.05), so it can be concluded that there is a direct significant influence of the Work Motivation variable (X2) on the Work Spirit variable (Z).

3. Analysis of the influence of the Transformational Leadership Style variable (X1) on the Achievement variable (Y), from the results of the analysis obtained a significance value of 0.003, this result is smaller than α (0.05), so it can be concluded that there is a direct significant influence of the Transformational Leadership Style variable (X1) on the Achievement variable (Y).

4. Analysis of the influence of the Work Motivation variable (X2) on the Achievement variable (Y), from the results of the analysis obtained a significance value of 0.015, this result is smaller than α (0.05), so it can be concluded that there is a direct significant influence of the Work Motivation variable (X2) on the Achievement variable (Y).

5. Analysis of the influence of the Work Spirit variable (Z) on the Achievement variable (Y), from the results of the analysis obtained a significance value of 0.016, this result is smaller than α (0.05), so it can be concluded that there is a direct significant influence of the Transformational Leadership Style variable (X1) on the Achievement variable (Y).

6. Analysis of the influence of the Transformational Leadership Style variable (X1) through the Work Spirit variable (Z): it is known that the direct influence of the Transformational Leadership Style variable (X1) on the Achievement variable (Y) is 0.347, while the indirect influence of the Transformational Leadership Style variable (X1) through the Work Spirit variable (Z) on the Achievement variable (Y) is the multiplication of the beta value of the Transformational Leadership Style variable (X1) Work Spirit variable on (Z) with the beta value of the Transformational Leadership Style variable (X1) on the Achievement variable (Y) which is 0.136 x 0.151 = 0.020, then the total influence given by the Transformational Leadership Style variable (X1) on the Achievement variable (Y) is the direct influence plus the indirect influence which is 0.347 + 0.020 = 0.367. Based on the calculations above, it is known that the direct influence of the Transformational Leadership Style variable (X1) on the Achievement variable (Y) is 0.347, and the indirect influence of the Transformational Leadership Style variable (X1) on the Achievement variable (Y) through the Work Spirit variable (Z) is 0.367, this means that the value of the indirect influence is greater than the direct influence, these results indicate that indirectly the Transformational Leadership Style variable (X1) through the Work Spirit variable (Z) has a significant influence on the Achievement variable (Y). Analysis of the influence of the Work Motivation variable (X2) through the Work Spirit variable (Z): it is known that the direct influence of the Work Motivation variable (X2) on the Achievement variable (Y) is 0.355, while the indirect influence of the Work Motivation variable (X2) through the Work Spirit variable (Z) on the Achievement variable (Y) is the multiplication of the beta value of the Work Motivation variable (X2) on the Work Spirit variable (Z) with the beta value of the Work Motivation variable (X2) on the Achievement variable (Y), namely 0.351 x 0.310 = 0.108, then the total influence given by the Work Motivation variable (X2) on the Achievement variable (Y) is the direct influence plus the indirect influence, namely 0.351 + 0.108 = 0.459. Based on the calculations above, it is known that the direct influence of the Work Motivation variable (X2) on the Achievement variable (Y) is 0.351, and the indirect influence of the Work Motivation variable (X2) on the Achievement variable (Y) through the Work Spirit variable (Z) is 0.459, this means that the value of the indirect influence is greater than the direct influence, these results indicate that indirectly the Work Motivation variable (X2) through the Work Spirit variable (Z) has a significant influence on the Achievement variable (Y).

CONCLUSION
1. Transformational Leadership Style influences Work Spirit.
2. Work Motivation influences Work Spirit.
3. Transformational Leadership Style influences Athlete Achievement.
4. Transformational Work Motivation influences Athlete Achievement.
5. Transformational Work Spirit influences Athlete Achievement.
6. Transformational Leadership Style through Work Spirit has a significant influence on Athlete Achievement.
7. There is an influence of the Work Motivation variable through Work Spirit has a significant influence on the Athlete Achievement variable.

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