

The Effect of Leadership and Work Motivation on Employee Performance at the Department of Investment and One-Stop Integrated Services (DPMPTSP) of Palembang City

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ABSTRACT

This inquiry utilized a quantitative design, applying multiple linear regression techniques for analysis. Information was gathered from a sample of 91 staff members as respondents. Outcome from the t-test demonstrated that leadership (X1) exerted favorable and meaningful influence on employee performance, as evidenced by a significance level of 0,019 ($0,019 < 0,05$). Conversely, work motivation (X2) also yielded a substantial impact, yet it exhibited an inverse correlation with employee performance, marked by a significance level of 0,003 ($0,003 < 0,05$) and a t-value of -3,064. Concurrently, the F-test indicated that leadership combined with work motivation collectively and substantially influenced employee performance. Yielding a significance level of 0,000. Additionally, the coefficient of determination (R^2) revealed that the independent variables accounted for 16.6% of the variance in employee performance, whereas the remaining 83,4% was attributable to alternative factors not examined in this research. These findings imply that while work motivation lacking proper oversight can detrimentally impact employee performance within the studied organization.

A. INTRODUCTION

Public sector organizations, such as the local agency, play a crucial role in delivering public services. Leadership represents an influence, and control the behavior of subordinates in achieving organizational objectives, including encouraging DPMPTSP employees to deliver licensing and public services professionally and with integrity. Ineffective leadership may reduce employee motivation and ultimately diminish the quality of public services (Fahmi, 2017:15)

Work motivation drives human capital toward fulfilling their responsibilities. Within DPMPTSP, work motivation encourages initiative, creativity, and commitment to public service, thereby contributing significantly to improving employee performance in achieving the institution's performance targets (Sadili, 2023:281; Bintoro, 2017:105).

Internal organizational data indicate that investment realization at DPMPTSP did not reach 100% during a particular period. In addition, the performance accountability, and non-licensing services had not been fully achieved. These conditions suggest that several internal organizational aspects have not yet been optimized, possibly due to insufficient interaction and communication within the institution.

Consequently, DPMPTSP of Palembang City faces unique challenges in maintaining service quality amid increasing demands for digital transformation and the growing volume of licensing services. Therefore, this article intends to examine "The Effect of Leadership and Work Motivation on Employee Performance at the Department of Investment and One-Stop Integrated Services (DPMPTSP) of Palembang City".

B. THEORETICAL STUDY



Leadership

General, leadership can be understood as the process of influencing, directing, and motivating individuals or teams to cooperate voluntarily in achieving shared objectives. According to Kartono (as cited in Ganyang, 2018:158), this concept relates to personal capacity to encourage others to act, supported by group recognition and competencies relevant to specific situations.

Fahmi (2017:15) defines leadership as a field of study that comprehensively explores organizational guidance, management, and oversight to perform tasks in accordance with predetermined plans and organizational directives. Bedu and Djafri (2017:33) define leadership as interpersonal support and orientation intended to motivate teams to meet common targets. Similarly, Nourhouse (2021:6) describes leadership as a process through which group performance is driven toward collective targets. And Stephen P. Robbins (2022:356) explains that this mechanism involves guiding a collective entity so that its members cooperate in achieving shared goals or an established organizational vision.

According to (Bedu & Djafri, 2017:64), an effective leader can be assessed based on the following key indicators :

- a. Decision-making ability
Leaders must be capable of selecting appropriate alternative solutions to address organizational challenges.
- b. Motivational ability
Leaders must be capable of selecting appropriate
- c. Communication ability
The ability to communicate ideas, provide instructions, and receive feedback clearly to prevent miscommunication.
- d. Ability to supervise subordinates
The ability to provide supervision and guidance to ensure that employees' performance remains aligned with the established procedures.
- e. Responsibility
The willingness of leaders to take responsibility for all consequences arising from the decisions and policies they establish.
- f. Emotional control
The ability to maintain emotional stability when dealing with conflicts or work-related pressure.

Work Motivation

Motivation refers to an individual's mental and psychological condition that encourages and stimulates action while directing behavior toward fulfilling needs that generate satisfaction or reduce perceived imbalances (Siswanto, 2019:119). Kasmir (2023:189) defines motivation as the driving force that encourages individuals to perform their work enthusiastically in pursuit of desired goals. Afandi (2021:52) explains motivation as an internal willingness arising from a strong desire to achieve specific objectives or success. Likewise, Mangkunegara (2021:93) states that motivation originates from employees' attitudes while performing their duties within the organization.

According to (Siswanto, 2019:267), several assessment criteria reflect an employee's work motivation, including the following :

- a. Psychological drive
A strong inner desire to achieve specific goals or outcomes.
- b. Diligence/Attendance
Employees' willingness to be present on time and to consistently perform their duties according to the established schedule.
- c. Compliance
Employees' adherence to their supervisors' instructions and the applicable organizational regulations.
- d. Responsibility

Employees' awareness of completing delegated workloads to the best of their capability and accepting liability for the associated risks.

e. Teamwork spirit

The ability to interact and work collaboratively within a team to achieve organizational goals collectively.

Employee Performance

Pulakos (2020:5) defines employee performance as the capability to perform tasks effectively, efficiently, and adaptively, encompassing cognitive, emotional, and behavior dimensions. Performance aims to achieve sustainable organizational outcomes through skill development and organizational support. According to Afandi (2021:162), employee performance refers to the work achievements realized by members or teams based on formal mandates while remaining consistent with legal regulations, ethical principles, and organizational objectives. Meanwhile, Sinambela (2021:482) defines employee performance as the employee execution of assigned duties or individual expertise

According to (Pulakos, 2020:42), several assessment criteria reflect an employee performance, including the following

a. Handling emergency or crisis situations

Employee's ability to take appropriate action when dealing with unexpected problems. This ability reflects employees' level of professionalism in supporting the overall performance of the organization.

b. Managing work-related stress

The ability to cope with a heavy workload or uncertain situations without compromising work quality. Employees who are able to manage work-related stress remain focused, thorough, and consistent in delivering services, thereby maintaining work quality even under high workload conditions.

c. Creative problem-solving

The ability to identify innovative solutions to previously unencountered problems, enabling employees to improve work efficiency and provide services that are more responsive to the needs of the community.

d. Learning tasks, technology, and procedures

In the era of digitalized public services, employees who are able to quickly adapt to and master new tools or systems implemented by the organization will contribute positively to faster service delivery, reduced administrative errors, and improved service satisfaction.

e. Interpersonal adaptability

The ability to adjust communication styles when collaborating with colleagues or clients from diverse backgrounds. Employees who communicate clearly, courteously, and appropriately according to the characteristics of their interlocutors can minimize misunderstandings throughout the licensing service process.

f. Cultural adaptability

The ability to adapt to changing organizational values, norms, or work environments. Employees with strong cultural adaptability are better able to embrace change, perform their duties professionally, and uphold ethics in the delivery of public services.

Conceptual Framework

According to Sugiyono (2025:95), a conceptual framework is a conceptual model that illustrates the relationship between theories and the variables identified as the core issues of a study. It serves as the basis for formulating research hypotheses



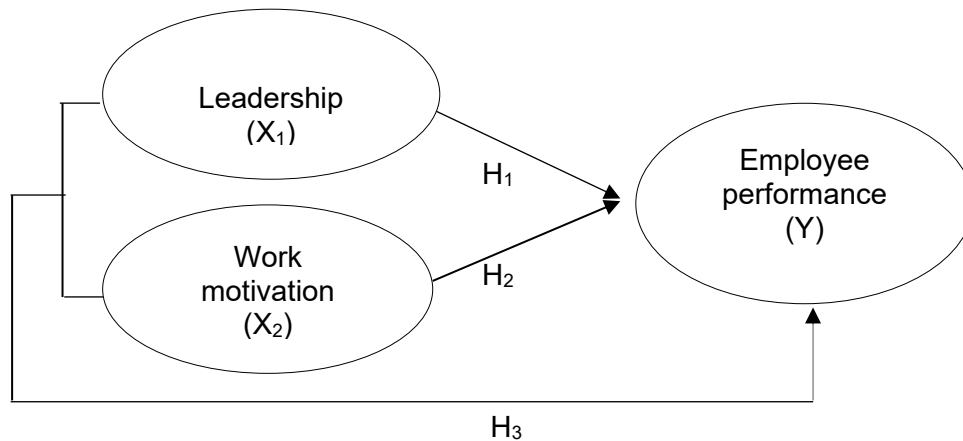


Figure : Conceptual Framework

The theoretical framework model presented in this study investigates how the predictors, specially Leadership (X₁) and Work Motivation (X₂), interconnect with criterion variable, employee performance.

Research Hypotheses

- H₁** : Leadership exerts a substantial influence on employee performance within at the Department of Investment and One-Stop Integrated Services (DPMPTSP) of Palembang City.
- H₂** : Work Motivation yields a meaningful impact on Employee Performance at the Department of Investment and One-Stop Integrated Services (DPMPTSP) of Palembang City
- H₃** : Leadership and Work Motivation concurrently demonstrate a significant effect on Employee Performance at the Department of Investment and One-Stop Integrated Services (DPMPTSP) of Palembang City.

C. RESEARCH METHODS

This primary focus of this investigation was centered on the department of investment and one-stop integrated services (DPMPTSP) of Palembang City, located at Jl. Tasik, Kambang Iwak, Talang Semua, Bukit Kecil District, Palembang City 30135, South Sumatra, Indonesia. The author adopted a quantitative design, applying a multiple linear regression model to test the data. The research was classified as associative research, aiming to examine the correlation or influence among two or more variables.

According to Sugiyono (2025:67) a variable is defined as anything, in any form, that is determined by the researcher to be studied in order to obtain findings regarding the phenomenon under investigation, from which conclusions are subsequently drawn. According to Sugiyono (2025:68), variables are classified into five categories, as follows: independent variable, dependent variable, moderating variable, intervening (mediating) variable, control variable.

Variables used in this study are the independent variables and dependent variables. Leadership (X₁) and Work Motivation (X₂) served as independent variables, while employee performance (Y) was the dependent variable.

Leadership is defined as interpersonal support and orientation intended to motivate teams to meet common targets (Bedu & Djafri, 2017:33). Motivation refers to an individual's mental and psychological condition that encourages and stimulates action while directing behavior to fulfill needs that generate satisfaction or reduce perceived imbalance (Siswanto, 2019:119). Employee performance is defined as the ability to carry out tasks effectively, efficiently, and

adaptively, encompassing cognitive, emotional, and behavior aspects (Elaine D. Pulakos, 2020:5)

Popullation this study consisted of all permanent employes at DPMPTSP Palembang City. The sample was determined using slovin formula with 5% sampling error and a probability sampling technique, resulting in 91 respondents as the research sample. This study utilixed both prhimary and secondry data sources.

Data were collected throught questionnaires and observation. Research instruments were tested using validity and reliability tests. The data analysis techniques employed study included the classical assumption test, multicollinearity test, heteroscedasticity test, multiple linear regression analisys, multiple correlation coefficient analysis, coefficient of determination analysis, and hypothesis testing using the t-test and F-test.

D. RESULTS AND DISCUSSION

Validity Test

Validity test study was conducted using SPSS Version 26. The primary purpose of the validity test ensure research instrument is capable of accurately measuring the intended constructs. The validity test was performed on the variables of Leadership (X1), Work Motivation (X2), and Employee Performance (Y) using a significance level of 0,05. An item was considered valid if its significance value was a less than 0,05 ($p < 0,05$).

Validity Test Leadership			
Questionnaire item	SIG (2-Tailed)	<u>A</u>	remark
1	0,000	0,05	Valid
2	0,000	0,05	Valid
3	0,000	0,05	Valid
4	0,000	0,05	Valid
5	0,003	0,05	Valid
6	0,004	0,05	Valid
7	0,000	0,05	Valid
8	0,000	0,05	Valid

Source: Research Results, Processed Data, 2026

Leadership variable (X1) obtained significance values below 0,05, indicating that all questionnaire items were valid, therefore aproprate for use as measurement instrument in this study.

Validity Test Work Motivation			
Questionnaire Item	SIG (2-Tailed)	A	Remark
1	0,000	0,05	Valid
2	0,000	0,05	Valid
3	0,000	0,05	Valid
4	0,000	0,05	Valid
5	0,000	0,05	Valid
6	0,000	0,05	Valid
7	0,000	0,05	Valid
8	0,000	0,05	Valid

Data provenance: Research Results, analyzed Data, 2026



Work motivation (X2) obtained significance values below 0,05, indicating that all questionnaire items were valid, therefore appropriate for use as measurement instruments in this study.

Validity Test Employee Performance			
Questionnaire Item	SIG (2-Tailed)	A	Remark
1	0,000	0,05	Valid
2	0,000	0,05	Valid
3	0,000	0,05	Valid
4	0,000	0,05	Valid
5	0,000	0,05	Valid
6	0,000	0,05	Valid
7	0,000	0,05	Valid
8	0,002	0,05	Valid
Data provenance: Research Results, analyzed Data, 2026			

Employee performance (Y) obtained significance values below 0,05, indicating that all questionnaire items were valid, therefore appropriate for use as measurement instruments in this study.

Reliability Test

In this study, reliability test was assessed by applying of Cronbach's Alpha formula. The data are an instrument is deemed reliable if its cronbach's alpha value exceeds 0,60. Whereas a value of less than 0,60 indicates that the data are not reliable. The results of the reliability test for each variable are presented as follows :

Reliability Test			
Variable	Cronbach Alpha	Reliability standard	Remark
Leadership	0,635	0,60	Reliable
Work motivation	0,806	0,60	Reliable
Employee performance	0,611	0,60	Reliable
Data provenance: Research Results, Processed Data, 2026			

According the reliability test results presented above, all indicators in each questionnaire item were proven to be reliable, as evidenced by Cronbach's Alpha values extending 0,60. Therefore, all questionnaire indicators considered valid, consistent, appropriate for use as each item instrument this study.

Classical Assumption Test

Normality Test

According to Priyatno (2018:85), the normality test is conducted to assessed whether the independent variable (X) and variable dependent (Y) within the regression model follow a normal distribution. The normality test decision criterion established based on the asymp. Sig. (2-tailed) value. The data are deemed to be normally distributed if the significance value is > 0,05; conversely, the data are not normally distributed if the significant value is < 0,05.

Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Predicted Value
N		91
Normal Parameters ^{a,b}	Mean	35.1758242
	Std. Deviation	.83412695
Most Extreme Differences	Absolute	.069
	Positif	.052
	Negatif	-.069
Test Statistic		.069
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Research Results, Processed Data, 2026

According on the One Sample Kolmogrov-smirnov diagnostick, asymptotic. Significance. (2-tailed) metric reached 0.200. Given that this probability value surpasses the 0,05 threshold ($0,200 > 0,05$), it can be inferred that the residual values are normaly distributed. Therefore, the model regression satisfies the normaly assumption.

Multicollinearity Test Results

According to Priyatno (2018:91), the multicollinearity test is executed to determine is a correlation among the independent variables in a regression model that should not exist. The multicollinearity test is executed by examining the tolerant value, the variance inflation factor (VIF). A regresion model is considered to have a multicollinearity problem tolerant value is less than 0,01 or the VIF value exceeds 10. If the either of these conditions is met, it can be concluded that multicollinearity exists.

Multicollinearity Test

Collinearity Statistic

Variable	Tolarence	VIF
Leadership	,991	1,010
Work Motivation	,991	1,010

Source: Research Results, Processed Data, 2026

The diagnostic output reveals that each predictor exhibits a tolerance metric of 0,991, surpassing the critical cut-off point of 0,10. Futhermore, the variance inflation faktor (VIF) for each variable is 1,010, which is below the maximum acceptable value of 10. These indices confirm that no severe multicollinearity issues exist within the estimated model.

Heteroscedasticity Test Results

According to Priyatno (2018:98), the heteroscedasticity test refers to condition in which the regression model exhibita unequal residual variance across observations.

Heteroscedasticity Test

Coefficients^a

	Variable	t	Sig
1.	(Constant)	0,263	0,793
	Leadership (X1)	1,463	0,147
	Work motivation (X2)	-1,103	0,273

a. Dependent Variable: ABS_RES

Data origin: Research Results, analyzed Data, 2026

Evidenced by the empirical results, the significance values of both independent variables- Leadership and Work Motivation- are greater than the predetermined significance



baseline of 0,05, with significance values of 0,147 > 0,05 and 0,273 > 0,05, respectively. Therefore, it can be concluded that the regression model does not exhibit heteroscedasticity.

Multiple Linear Regression Analysis Of X1, And X2 On Y

Coefficient^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	36.021	4.279		8.418	.000
TOTAL_LEADERSHIP_X1	.209	.088	.236	2.384	.019
TOTAL_WORK_MOTIVATION_X2	-.224	.073	-.304	-3.064	.003

a. Dependent Variable: TOTAL_EMPLOYEE_PERFORMANCE_Y

Source: Research Results, Processed Data, 2026

Utilizing the unstandardized coefficients (B), the structural multi-variable linear empirical is deriveds :

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 36,021 + 0,209X_1 - 0,224X_2$$

Is output derived from the multivariable linear regressions indicates that the leadership (X1) factors records a p-value of 0,019, which is lower than 0,05 (0,019 < 0,05). Similarly, work motivate (X2) variable has a significant value of 0,003, which is also below 0,05 (0,003 < 0,05). These findings indicate leadership and work motivation significantly influence employee performance.

Moreover, the estimated parameters indicate regression coefficients reveal that leadership (X1) has a positive effect on employee performance, as indicated by its positive regression coefficient (B = 0,209). In contrast, work motivation (X2) demonstrates a significant negative effect on employee performance, as reflected by its negative regression coefficient (B = -0,224). Accordingly, higher levels of leadership are associated with improved employee performance, whereas increases in work motivation, within the context of this study, are associated with decrease in employee performance.

Multiple Correlation Analysis Of X1 And X2 On Y

Korelasi

		TOTAL_X1	TOTAL_X2	TOTAL_Y
TOTAL_LEADERSHIP_X1	Pearson Correlation	1	-.109	.273**
	Sig. (2-tailed)		.305	.010
	N	91	91	89
TOTAL_WORK_MOTIVATION_X2	Pearson Correlation	-.109	1	-.332**
	Sig. (2-tailed)	.305		.001
	N	91	91	89
TOTAL_EMPLOYEE_PERFORMANCE_Y	Pearson Correlation	.273**	-.332**	1
	Sig. (2-tailed)	.010	.001	
	N	89	89	89

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Results, Processed Data, 2026

The statistical results of the multiple correlation analysis indicate that both independent variables, Leadership (X1) and Work motivation (X2), are significantly associated with the dependent variable, employee performance (Y), as evidenced by significance values below 0,05 (0,010 and 0,001, respectively). The correlation coefficient between Leadership (X1) and Employee performance (Y) is 0,273, indicating a positive relationship. In contrast, the correlation

coefficient between work motivation (X2) and employee performance (Y) as follows -0,332, indicating a negative relationship

Coefficient Of Determination Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change in F	df1	df2	Sig. F Change
1	.407 ^a	.166	.146	1.96506	.166	8.538	2	86	.000

a. Predictors : (Constant), TOTAL_WORK_MOTIVATION_X2, TOTAL_LEADERSHIP_X1

Source: Research Results, Processed Data, 2026

Based on coefficient determination assessment, calculated R Square index reaches 0,166. Metric demonstrates that leadership (X1) and work motivation (X2) jointly explain 16,6% the variance in employee performance (Y). The remaining 83,4% the variation in employee performance is attributable to other variables not included in the present research model.

T-Test Results

The partial t-test was employed to examine the individual impact of each independent variable, namely leadership (X1), and work motivation (X2), on the dependent variable, employee performance (Y). The results are as follows :

T-Test Results

Model	t	Sig.
(Constant)	8.418	.000
TOTAL_X1	2.384	.019
TOTAL_X2	-3.064	.003

a. Dependent Variable: TOTAL_Y

Source: Research Results, Processed Data, 2026

H_1 : the calculated t-value (t_{value}) for variable X1 is 2,384. Meanwhile, the significance value (Sig). is 0,019. Since the significant T values well below 0,05 ($0,019 < 0,05$), H_{a1} is accepted and H_0 is rejected. This indicates that leadership has a significant influence to employee performance at the DPMPTSP of Palembang City

H_2 : the calculated t-value (t_{value}) for a variable X2 is -3,064, with a significance value (Sig). 0,003. Since the significance value is less than 0,05 ($0,003 < 0,05$), H_{a2} is accepted and H_0 is rejected. This indicates that work motivation has a significant influence on employee performance at the DPMPTSP of Palembang city.

F-Test

F-test is utilized to determine whether the independent variables simultaneously influence the dependent variable. The results of the F-test output are presented as follows :

F-Test Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
One	Regression	65.936	2	32.968	8.538	.000 ^b
	Residual	332.087	86	3.861		
	Total	398.022	88			

a. Dependent Variable: TOTAL_employee_performance_Y

b. Predictors: (Constant), TOTAL_work_motivation_X2, TOTAL_leadership_X1

Source: Research Results, Processed Data, 2026



According to the joint variance analysis (F-Test), the calculated F-statistic 8,538 with an associated significance probability level of 0,000. Since the significance value falls below/ is lower than 0,05 ($0,000 < 0,05$), the null hypothesis (H_0) is rejected, while the alternative hypothesis (H_1) is accepted. Therefore, it can be concluded that leadership (X_1) and work motivation (X_2) jointly (simultaneously) have a statistically significant influence on employee performance (Y).

Discussion

These Influence of Leadership (X_1) On Employee Performance (Y)

Evidenced by these individuals significance these hypothesis testing using the t-test, the leadership (X_1) predictor generates an empirical p-value of 0,019, which falls below than the significance threshold of 0,05. Therefore, it can be concluded that leadership has a statistically significant partial influence to employee performance at the DPMPTSP Of Palembang City.

Finding demonstrate that leadership exerts a positive and significant influence on employee performance. Effective leadership within the DPMPTSP of Palembang City contributes to improved employee productivity by providing clear direction, guidance, and support in carrying out organizational responsibilities.

The Effect Of Work Motivation (X_2) On Employee Performance (Y)

According to these is a hypothesis (t-test) indicate that the work motivation (X_2) variables has a significant value of 0,003, which is below significance values of 0,05. Accordingly, work motivation has a statistically significant partial effect on employee performance at the DPMPTSP off Palembang City.

However, this study reveals an interesting finding regarding the direction of the relationship. The regression coefficient values of -0,224 & the calculated t-values of -3,064 indicate that the effect of work motivation on employee performance is negative. This finding suggests that, within the context of this study, higher levels of perceived work motivation tend to be associated with lower employee performance, and vice versa.

Although motivation theories generally propose a positive relationship between motivation and performance, the statistical findings in this study indicate the existence of a unique phenomenon within the research setting. The result is consistent with the Yerkes-Dodson Theory, as discussed by Robbins and Judge (2025:214), which proposes that the relationship between motivation (in the form of driver or pressure) and performance is not always linear but instead follows an inverted U-Shaped curve. According to this theory, excessively high levels of motivation may increase anxiety and work-related stress, thereby reducing employees' concentration and ultimately impairing their performance.

The present consistent the previous study conducted by Yola Yolanda and Rani Kurniasari (2023), which reported that work motivation have a negative and significant influence on employee performance at the BPPSDMP of the Indonesian Ministry of Agriculture in Jakarta. These findings imply that although work motivation significantly influences employee performance, changes in employees' motivation levels may lead to corresponding changes in performance. Therefore, work motivation should be carefully managed to support improved employee performance at the DPMPTSP of Palembang City.

The Simultaneous Effect Of Leadership (X_1) And Work Motivation On Employee Performance (Y)

According to these F-test, significance value for the combined effect of leadership & work motivation is 0,000, which is lower than the significance threshold of 0,05. Therefore, the null hypothesis (H_0) is rejected, while the alternative hypothesis (H_3) is accepted.

Accordingly, leadership and work motivation simultaneously had a statistically significant effect on employee performance at the DPMPTSP of Palembang City. These findings are consistent with the previous study conducted by Suwanto, (2020). Which reported that leadership and work motivation simultaneously exert a significant influence on employee performance at BMT EL-RAUSHAN Cooperative.

E. CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of the hypothesis testing and data analysis regarding the effect of leadership and work motivation on employee performance at the DPMPTSP of Palembang City, the following conclusions can be drawn:

1. Leadership (X1), has a statistically significance partial influence on employee performance (Y), as indicated by its significantly value of 0,019, which is below 0,05 ($0,019 < 0,05$), therefore, leadership significantly influences employee performance.
2. Work Motivation (X2), also has a statistically significant partial effect on employee performance (Y), as evidenced by its significance value of 0,003, which is below 0,05 ($0,003 < 0,05$), accordingly, work motivation significantly influences employee performance.
3. Leadership (X1) and work motivation (X2) simultaineously have a statistically significant effect on employee performance (Y) at the DPMPTSP of Palembang City. This is demonstrated by the significance value of 0,000, whichis lower than 0,05 ($0,000 < 0,05$). Therefore the independen variabls jointly exert a signifcant influence on the dependen variable.

Suggestions

Based on the findings of this study, which indicated that leadership and work motivate significantce influence on employee performance, the following recomendations are:

1. Existing leadership practices be continuously strengthened to provide greater support for employees in performing their duties effectively and in addressing various workplace challenges
2. Work motivation should be continuously monitored and appropriately managed to ensure that employees maintain high levels of enthusiasm, commitment, and consistency in completing their tasks while remaining capable of adapting to changing job demands.

Overall, improvements in employee performance can be continuously supported throught the enhancement of effective leadership practices and the appropriate management of work motivation.

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