# Introduction

Human resource management is one of the controlling elements and the most important factor in all forms of organizations. The effectiveness of the organization in realizing the organizations vision, mission and goals cannot be separated from the figure of a leader. Leadership is the backbone of the organizations operation since without proper and good leadership it will be difficult to realize the goals of the organization, even to adjust to the changes that develop within and outside the organization. The condition of Indonesias national economic competition is increasingly competitive and requires companies and organizations to be motivated to further improvement on the performance of human resources in achieving productivity. Thus, competition is getting tougher among universities compared with other state and private universities in Indonesia. Motivation at work is one of the factors that can affect employee performance, where motivation at work must be considered by the company or institution in order to learn from the expected motivation of employees to have a work spirit in achieving company goals. According to Zamanan et al. (2020) there are two methods to increase employee motivation, namely direct motivation by meeting material and nonmaterial needs of employees as well as indirect motivation by providing all facilities to support work. Leadership style and organizational culture can influence the behavior of employees in a company or institution. Performance is a very important concept for employees, because the effectiveness of an organization is very dependent on the people who manage the organization as expected for the improvement of employee performance in both public and private organizations. This performance is a desire to achieve organizational goals. Performance can be interpreted as a persons success in carrying out a task and work. In addition to leadership style, the organization or company can succeed in achieving its goals which can be influenced by organizational culture. Organizational culture namely a pattern, beliefs, norms and values that run within a company affect the behavior or human resources behavior or employees in the organization and it affects the employee performance. Soleman et al. (2020) argue that organizational culture is a basic pattern of thinking and act correctly. Employees who have understood the values in an organization will make these values as an organizational personality. These values and beliefs will be realized into their daily behavior at work. Universitas Maarif Hasyim Latief Sidoarjo

is a private university which is a large family institution from Yayasan Pendidikan dan Sosial Maarif (YPM) which is located on Jl. Ngelom Megare, TamanSidoarjo. At the beginning of its establishment, this campus was a specialized college that underwent a transformation process into a university in 2014 ago. Through this process of transformation is expected to encourage and motivate all elements of the organization to move towards a new spirit that is more dynamic.

This study aims to determine the positive influence of leadership style, organizational culture and motivation on the performance of permanent lecturers at universitas maarif hasyim latief sidoarjo. The study also finds out the effect of leadership style, organizational culture and motivation simultaneously on the performance of permanent lecturers at universitas maarif hasyim latief sidoarjo.

# Literature review

* 1. *Definition of human resource management*

The increasing of a management role in an organization or company can result in increased attention to the importance of the human resource management function in the company. Attention that was initially focused on a single point of concentration of capital and mechanics of the company. Now, companies are paying greater attention to issues related to human resource factors. Human resource is one of the factors of production in a company, but plays a very large role for the progress of the company. Human resources are needed by all companies both small and large companies. Human resource management has the function of managing the human element properly to obtain an appropriate workforce and be satisfied with the implementation of their work. Thus, it will affect the performance of employees so that facilitate the realization of the objectives of a company.

* 1. *The function of Human Resource Management*

According to Obeidat, B. Y. (2012), the functions of human resource management are as follows,

* 1. *Leadership Style*

*2.3.1 Definition of Leadership Style*

The role of leadership is very important in organizational management. Leadership is defined into individual characteristics, ways of influencing others, habits, interactions, positions in the organization and perceptions about the legitimate influence. According to Woods (2004), leadership is the process of influencing or giving an example to his/her followers through a communication process in an effort to realize the organizational goals. Leadership is the process of guiding, directing and influencing the thoughts, feelings, behavior and actions of others to be moved towards certain goals. Leadership plays a very important role and it can even be said to be very decisive in the achievement of predetermined goals. Leadership style represents the philosophy, skills and attitude of leaders. According to Bono and Judge (2004) leadership style is a way used by leaders in interacting with followers or subordinates. Another opinion states that the leadership style is a pattern of behavior (words and actions) of a leader that is felt by others (Erben, 2008). Seeing the leadership style definitions from these experts, it can be concluded that leadership style is a way taken by someone in order to practice his/her leadership. The leadership style can be categorized as Authoritarian leadership style, Democratic leadership style and Free leadership style.

* 1. *Organizational Culture*
     1. *Definition of Organizational Culture*

Organizational culture is the norms, values, philosophy, assumptions, beliefs, organizational habits, etc. (contents of organizational culture) that are developed over a long time by the founders, leaders and members of the organization that are socialized and taught to new members and applied in organizational activities so that it can affect the mindset, attitudes, and behavior of organizational members in producing products, serving consumers, and achieving organizational goals (Schrodt, 2002). Based on the understanding/definition of organizational culture according to some experts it can be seen that what is meant by organizational culture is the organizational value system carried out by members of the organization, which then influences the way of organizations and behave from members of the organization. According to Ravasi and Schultz (2006), the function of culture in an organization, namely:

* + 1. *The Elements of Organizational Culture*

Organizational culture is a pattern of beliefs and values outlined in the form of norms or guidelines for members of the organization in behavior and solving organizational problems. Schrodt (2002) suggests the elements contained in organizational culture, namely as follows:

* 1. *Work Motivation*

*2.5.1 Definition of Work Motivation*

Motivation is defined as an impulse or mobilizer in human beings that can bring up, direct, and organize behavior (Inceoglu et al., 2012). Motivation is the process by which a persons efforts are energized, directed and sustained towards the realization of a goal. Whereas Ambrose and Kulik (1999) defines motivation as giving the power of movement that gives rise to the excitement of ones work so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction. Motivation is a psychological factor that shows an individuals interest in work, satisfied feeling and take responsibility for the activity or work performed. Thus, from the opinions of some experts we can conclude that motivation is an encouragement that can result in someone doing an effort or behavior in a certain way as an expression of his/her needs. Based on some of the above understanding, then it can be concluded that motivation is an impulse that arises in a person to carry out a job with high enthusiasm towards achieving a goal in the organization.

* 1. *Motivation Theory*

Early theories about motivation consists of,

* 1. *Employee Performance*
     1. *Definition of Employee Performance*

Basically, performance includes something that is individual, because each employee has a different level of ability to carry out his/her duties. The following are the views of performance according to some experts:

Based on the definitions given on employee performance we can conclude that employee performance is the achievement by employees in carrying out a job in an organization, so that the desired goals can be carried out in accordance with the targets set.

* + 1. *Factors influencing performance*

Every employee, whether a company employee, social employee or government employee is established with the intention of achieving predetermined goals and objectives to improve the employees performance.

# Conceptual Framework

The objective of this research is the development of the world of education, while the scope of research namely in Sidoarjo more precisely in the Ngelom area, Megare Sepajang Taman. This study uses the type of research that uses the Hypothesis, because with this hypothesis the writer will have a temporary answer to the existing problem, where this research is descriptive which explains the composition and characteristics of the relevant unit groups. The data has been collected by conducting a survey through the distribution of questionnaires that addressed to lecturers of universitas maarif hasyim latief. Sampling will be conducted by *proportional stratified random sampling*. Sampling is strived in such a way, which is expected to obtain a representative sample. In this study, the authors use a Likert scale, which asks respondents to indicate the degree of agreement or disagreement. Population is a generalization area that consists of objects or subjects that have certain quantities and characteristics determined by researchers to be analyzed and then conclusions are determined. So that the population is not only people, but also objects and other natural objects. The target population in this study is a permanent lecturer at Maarif Hasyim Latif University. The sample is part of a number of characteristics possessed by the population. If the population is large, researchers impossible to learn all that contained in the population, for example due to limited funds, manpower, and time, then researchers can utilize samples taken from that population. What is obtained from the sample, the conclusion can be applied to the population as well. Therefore, the sample taken from the population must be truly representative. To facilitate the determination of the number of samples taken is determined by the following,

where :

The population of respondents from the University of Maarif Hasyim Latief Sidoarjo was 70, so the sample that we took as research if using the Slovin formula with a confidence level of 95% and an error rate of 5% was equal to 59.6 using the formula and the study sample for a population of 70 and a 50% confidence level is 60 people. This research is used to determine the influence of leadership style, organizational culture and motivation on the performance of permanent lecturers. This study uses Multiple Regression analysis with data management using SPSS Statistics version 23. In addition, to be able to obtain data from respondents properly, the questionnaire as a research data collection instrument must meet two requirements, namely validity and reliability. Therefore, the questionnaire must be tested first for the level of validity and reliability (Masud, 2004).

* 1. *Classical Assumption Test*
     1. *Multicollinearity test*

This test is conducted to determine whether there is a correlation between independent variables in the regression model. A good regression should not occur correlation between independent variables. To detect the presence of multicollinearity in the regression model, by looking at the value of tolerance, and the opposite namely the variance inflation factor (VIF). Low tolerance value = high VIF value (because VIF = 1 / Tolerance). The cutoff value used in showing the presence of multicollinearity is a tolerance value <0,10, or the same as a VIF value > 10 (Ghozali, 2006).

* + 1. *Normality Test*

This test is conducted to determine whether in the regression model, confounding or residual variables have a normal distribution. A good regression model namely has normal or nearly normal distribution. The normal distribution namely forming a diagonal straight line, and the diagonal line will be compared with residual data plotting. If the residual data distribution is normal, the line that represents the actual data will follow the diagonal line (Ghozali, 2006).

* 1. *Hypotheses testing*

The test is intended to measure the percentage of variation of the independent variable in the multiple linear regression models in explaining the variation of the dependent variable. The determination coefficient value is between 0 (zero) and 1 (one). A small value (zero) means that the ability of the independent variables to explain the variation of the dependent variable is very limited. Vice versa, thevalue approaching 1 (one) means that the independent variables provide almost all the information needed to predict the variation of the dependent variable (Ghozali, 2006). Ttest aims to test the significant relationship between variables X and Y, whether the variables of X1, X2, and X3 really affect the Y variable individually or partially (Ghozali, 2006). The hypothesis used in this study is:

Ho: Partially there is no significant effect between the independent variables on the dependent variable.

The F test basically aims to show whether all independent variables, namely leadership style (X1), organizational culture (X2), and motivation (X3) included in the model have any influences on the dependent variable, namely permanent lecturer performance (Y ). The criteria used are:

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15

22

<20 2029 3039 >40

4

20 10

26

High school

Bachelor

Diploma

Master / Doctor

13

23

24

12 25 >5

Based on the results of Table 1, it is known that the indicators of the independent variables consisting of Leadership Style (X1), Organizational Culture and Motivation as well as the dependent variable namely Permanent Lecturer Performance

(Y) show valid results. Reliability test is used to determine the reliability of the instrument from the questionnaire used with the provisions that if the value of Cronbach alpha is greater than 0,6 then a variable is said to be reliable (Ghozali, 2006). The reliability test results can be seen in Table 2 as follows,