

# The Influence of Leadership, Work Motivation and Organizational Culture on Job Performance

Worakamol Wisetsri and Maaz Ud Din\*

**Abstract---** *The education division is dynamic for the development of a country and requirements to be offer and constrain teachers to assistance it improvement into an impending civilization. The target of this research is to study the result of leadership style, work motivation and organizational culture discreetly on the job performance of visiting and pledged lecturers at the University of Swabi, KP-Pakistan. The random sampling was used in this research. This research was descriptive with explanatory research. The populations of this research consist of a visiting and contractual lecturers working at the University of Swabi. The collected data were through a survey based on an interview from 70 Visiting and contractual lecturers as sections over assume questionnaires. The findings of this research identify that guidance style, work motivation and organizational culture suggestively result the job performance of Visiting/Contractual lecturers.*

**Keywords---** *Leadership Style, Work Motivation, Organizational Culture, Job Performance.*

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## I. INTRODUCTION

Human resource management (HRM) is considering globally the most important factor and the controlling elements in every form of organizations. HR management may use different plans or factors to emulate employees, but HR management should keep in mind that different work incentive programs will have different effects on the motivation of different employees to work. Universities must create transparent professional programs and practices so that employees can do their work to improve Troth, & Guest (2020). The success and failure of an organization to achieve its objectives strongly depends on the quality and management factors of its human resources. The personality of an effective leader cannot be separated from the effectiveness of the organization's goal, mission and, vision. The organization needs leadership because it is considering the backbone of the organization. An agency or organization would want an employee or employees who have the best performance. (Shakeel, & Iraqi, 2020)

The situation of Pakistan's economy is now continuously competitive and organizations employees require the motivation to further enhancement on the performance of HR in attaining efficiency. Therefore, among universities competition is getting tougher compared with private universities in other provinces of Pakistan. Job performance can be affected by motivation at the workplace, where at workplace motivation need to be the training of the employees had to have a working spirit to carry out the mission of financing the company recognized by the organization or the company.

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According to Vesala & Tuomivaara, (2019), job performance is the result of business relationships, abilities and understanding of roles. Effort is the result of motivation at work, which means the physical and mental energy of an individual in the performance of his duties.

According to Kashfi et al., (2019), research has shown that the most important motivating factor for improving employees' job performance is responsibility, while additional benefit is the second most important factor. The effort is the result of motivation at work, which means the physical and mental energy of an individual in the performance of his duties. Employee motivation can be enhanced by two methods, offering all the facilities to support work through anonymous motivation as well as direct incentives to meet the material and immaterial needs of the employee. Organizational culture and leadership style can influence employee behavior in an organization (Zaman et al., 2020).

According to Deshpandé, & Farley, (2004) the organizational culture represents the collective values, beliefs, and principles of an organization's members and results from factors such as history, products, markets, technology, strategy, employee type, management style, and national culture.

Organizational culture is the main model for thinking and functioning properly. Organizational culture has values and behaviors that contribute to the specific social and psychological environment of the organization. Employees who understand the values of the organization create these values as an organizing personality Soleman et al., (2020). Culture is the values, assumptions, standards, systems, symbols, vision, language, habits and beliefs of an organization.

These beliefs and values will be understood in their daily routine behavior at place of work. Work performance can be explained by the fact that a person succeeds in completing his work and that work efficiency is very important for the employee, since the efficiency of an organization depends on the workforce who accomplish the organization and should Increase the organizational culture of employees production in private and public organizations, for example the model, beliefs, standards and values that operate within the organization influencing the behavior or behavior of employees or employees of the organization. The fact this idea aims to achieve organizational objectives. In addition to the leadership style, management can successfully achieve its objectives, which can be affected by organization culture Faizal, M. (2005).

### ***Gap of the Study***

Swabi University is a public university located in Swabi District, Pakistan. At the start of its formation, the campus was a specified elementary college for women, which in 2012 went through the process of transformation into a university. It is expected that this transformation process will stimulate and motivate organizations all elements to move towards a new, more dynamic spirit. Lack of best leadership is the burning issue in public sector university so this study will highlight the issues related to motivation and job performance.

The main theme of this research is to regulate the positive impact of leadership style, work motivation as well as organizational culture on the job of invited Visiting/contract lecturers at the University of Swabi. The study also reveals the effect of leadership style, work motivation and organizational at the same time on the work of invited

and contractual lecturers at the University of Swabi. This study will fill the gap in the educational sector of Swabi university, where research works into leadership styles, motivation, performance links were few and far between.

## **II. LITERATURE REVIEW**

### ***Definition of HRM***

Increasing an organization, a management role or business can lead to more focus on the significance of the HRM function in the business. The first priority on a central point of the capital and the procedure of the business Boxall, P., & Purcell, J. (2000). Problems related to HR factors, companies are paying close attention to them now. Human resources are a factor in a company's productivity, but they play an important role in the company's growth. All small and large businesses need people. The function of HRM is to properly manage the human element in order to get adequate employees and to be gratified with the performance of its work. Therefore, HRM will affect job performance so that they ease the achievement of the organization's goals Cascio, & Boudreau, (2016). HRM and performance is related in a manner that is one sided, and the relationship of these two does not take into account the human side of HR. For HRM, its primary resource encompasses the human factor (Podgorodnichenko et al., 2020).

The functions of HRM are as follow:

The functions of HRM are as follows suggested by Obeidat, B.Y. (2012).

- a. Managerial Function
  1. Planning
  2. Controlling
  3. Staffing
  4. Leading
  5. Organizing
- b. Operational Functions
  1. Integration
  2. Maintenance
  3. Termination
  4. Discipline
  5. Compensation
  6. Procurement

### ***Leadership Style***

According to Woods (2004), leadership is the procedure of manipulating or showing supporters through the process of communication to achieve organizational goals. In the newest division of leadership styles, leaders use two sets of different behaviors, comprising transactional transformational leadership, to affect their followers Asgari, Mezginejad, & Taherpour, (2020). Leadership is the process of directing, guiding and effecting other feelings, thoughts, behaviors to achieve specific objectives. Leadership is defined in terms of cognition of individual physiognomies, organizational positions, habits, interactions, ways of influencing others and legitimate influence.

Leadership is how one affects the behavior of subordinates to cooperate and work productively to achieve organizational goals (Wilcher, E. L. 2020). The role of leadership in organizational management is very important. Leadership play a significant role and we say that it is very conclusive to achieve the stated goals. Leadership style is a tool that leaders use to partner with their followers or citizens. Another view is that leadership styles are models of leadership behavior (words and actions) that are perceived by others Bono and Judge (2004).

Among these, one of the challenging variables is leadership style, which is defined as techniques used to affect and direct the activities of others (Rezaei, Yarmohammadian, & Mahmoodzadeh-Ardakani, 2017). Leadership style is the pattern of overall leader acts as perceived by employees (Davis & Johansson, 2005). Leadership styles representing philosophy, skills, and attitudes of political leaders. Leadership is an ability that is inherent in man to lead that depends on various factors, factors both internal and external factors. Leadership is how one affects the behavior of subordinates to cooperate and work productively to achieve organizational goals Leigh, J. (2019).

Motivation for work has been highlighted in several studies related to leadership change (Steers et al., 2004, Math Mathieu & Babcock, 2015; Zarin, Razak and Mujtaba, 2015). Ryan, & Deci, (2017) found support for commitment, motivation, and employee confidence in leaders in the Singapore banking sector. Shekhobarik, Lam and Peng (2011), show that the effects of leader behavior on team performance are entirely mediated by team beliefs and mental state. Zarelli (2003), found that change leadership contributes to predictions of under team effectiveness and empowerment, as long as team members experience team empowerment.

Burns (1978), suggested that the creator of the leadership theory of change, suggests that leaders of change are comparable to leaders of transition, motivating their supporters so that their main motivation is to meet self-realization needs rather than 'to the needs of others. Transformation leaders extend their "needs portfolio" into mastery needs theory. Bass (1985) argues that the additional efforts of supporters demonstrate how much they encourage leaders to expect a contract outside of their funding. Thus, the need to focus on satisfying self-esteem requires thinking about the type of attention that motivates followers and results in an excessive effort of high levels of motivation (Dwyer, Eden, Owllo and Shaw, 2002).

### ***Work Motivation***

Motivation is defined a mobilizer in people that may stimulate, organize behavior. Motivation is the process of stimulating, directing and supporting a person's efforts to achieve a goal (Inceoglu et al., 2012). Lucier and Hendon (2017) define work motivation as a series of behaviors and values that effect individual behavior to attain certain objectives through individual goals. These attitudes and values are not visible, which motivates people to behave to achieve their goals. The reader consists of two parts, a task behavior guide to achieving goals and a behavioral strength that indicates the strength of an individual's efforts at work. Motivation in the organizational setting, which was described by Haseban (1991), as a skill to orient workers and the organization towards successful work, in order to meet the expectations and organizational aims of employees (Angkoswara and Komariya, 2011: 209). Siagian (2009), states that motivation is the driving force for people to contribute as much as possible for the sake of the success of the organization to achieve its goals. In contrast, again to the opinion of Hasibuan (2010), motivation is a technique in directing employees and organizations in order to work effectively, so that the desires of the workers

and organizational goals once accomplished. Based on the description of the expert opinion of the above, it can be concluded that the motivation is encouragement or incentive that makes somebody do the work he wants to willingly without being forced to do work that can work well or produce something satisfying.

Motivation is a psychological factor that expresses a person's responsibility, willingness, and responsibility for work performed. Therefore, based on the advice of a few experts, it can accomplish that the assumption is an inspiration that one can create for expressing their needs in one way or the other. Based on the above considerations, it can be concluded that the stimulus is a stimulus that occurs in a person with a great desire to achieve a goal in the organization (Engkoswara and Komariah, 2011). Understanding the motivation is closely related to the emergence of a tendency to do something in order to achieve the goal. There is a strong relationship between the need for motivation, action or behavior, purpose, and satisfaction because of any change always thanks to their encouragement. Motivation arises because of the necessity and therefore the act was a purposeful achievement of certain goals. If the goal is achieved it will be achieved satisfaction and tend to be repeated, so it is strong and steady (Erben & Güneşer, 2008). It is the process that arouses, energizes, directs and sustains the behavior and performance of employees (Nora & Oranye, 2010). Motivation is the most important factor which influences the organizational commitment of an employee. For surviving in the competitive world, organizations need to use their most committed and motivated employees (Mohsan, Nawaz, Khan, & Shaukat, 2011).

The motivation is the desire to do as a willingness to issue a high level of effort for the organization's goals, conditioned by the effort's ability to satisfy an individual requirement (Nadim, Chaudhry, Kalyar, & Riaz, (2012). The views of other scholars explain that motivation is the strength that drives a person who raises and directs employee's behavior (Gibson, 1995). A study by Khan et al., (2014), concluded that organizations with superior employee training plans can improve employee performance. All organizations that wish to improve the job performance of their employees should focus on employee training and employment incentives. Work incentives are usually rewards, rewards for past efforts and achievements. Professional motivations have specific emotions, thoughts and past experiences that are part of a company's internal and external relationships. Motivation at work can also be described as individual motivation to act because they want to do it. If individuals are encouraged to work, they will make positive choices to do something, as this can meet their demands. Skandora (2017) maintains that motivation to work is linked to the need for accomplishment, the need for strength and dependence. From Gatango et al., (2015), research results indicate that job growth significantly influences motivation to work.

### **III. DIFFERENT THEORIES OF MOTIVATION**

1. Humanistic Theory of Motivation 2. Drive Theory of Motivation 3. Theory of Three needs from McClelland 4. The two-factors theory from Frederick Herzberg 5. Expectancy Theory of Motivation 6. Incentive Theory of Motivation.

#### ***Organizational Culture***

Organizational culture is the organizational habits, experiences, beliefs, assumptions, values, philosophy, norms, and so on. (Organizational Culture Content), created by long-time founders, leaders, and members, who are socialized and trained to new members and applied to regulatory work, that is, status quo, product production,

customer service. The attitudes and behaviors of the members of the organization in achieving organizational goals (Schroeder, 2002) according to some experts' knowledge/definition of organizational cultures. It can be understood that in the organizational culture refers to the system of organizational values, which is implemented by the organization members, which again affects the behavior of the organization and the members. The functions of organization culture are suggested by Ravasi and Scholtz (2006).

- a. Culture can give independence to organization members.
- b. Culture has a significant role in the boundaries setting
- c. Culture increases the social system stability.

### ***Organizational Culture elements***

Organizational culture elements were suggested by Schrodt (2002), namely as follows:

- 1) Confidence
- 2) Leader
- 3) Basic Assumptions
- 4) Adjustment (adaptation)
- 5) Sharing value
- 6) Inheritance (learning process)

### ***Job Performance (JP)***

Job performance (JP) is an overall assessment of employee's work quantity, quality, efficiency, ability, accuracy, judgment, job knowledge, and creativity while performing core job tasks (Armstrong, 2006). JP can be defined as all the conduct that the employee involves at their work. The effort in sustaining the excellence level of job performance has been broadly considered, either by organizations itself or researchers. McShane and Glencoe (2017), suggest that poor employee performance is not only due to the mistakes of the employees themselves, but also to the possibility of leadership models by leaders that are not very specific. Armstrong and Byrne (2005), have shown that job performance is the result of work closely linked to organizational objectives and that consumers contribute to the economy. Previous research by Mubarakot and Putra (2018), Elnaga and Imran (2013), Mangkongara and Augustine (2016), Din, M.U., Khan, F., Kadarningsih, A., Ali, A., & Astuti, S.D. 2019, Stevie et al., (2019), have shown that training has a somewhat positive effect on work performance. According to Cotton, Dollard & De Jonge, (2002) mostly JP mentions to how an individual can achieve their work.

Nordat, Tola, & Yasin (2019), that teacher's performance is the picture quality of the work held by teachers and manifested through the acquisition and application of competence of teachers. Indicators on teacher performance assessment can be done in three learning, namely: planning of teaching, the implementation of teaching, teaching evaluation and follow-up evaluation of teaching. Performance is the activities undertaken by each individual in relation to achieving the planned objectives.

The visiting teachers' performance is considering the quality of education in all institutions. Therefore, in the teaching and learning process the leadership plays a vital role. In an attempt to enhance the quality of education, the

institution aims to enhance the quality and motivate teachers. On the other hand, the most important requirements to improve the quality of education on the teaching and learning process is to have a reliable teacher on job performance. This is because, the teachers are playing important role in the quality of education. Job performance's issue is always taken consideration by the management because it's closed with the efficiency of institution, because performance is the key factor of efficiency Forkosh-Baruch et al., (2019).

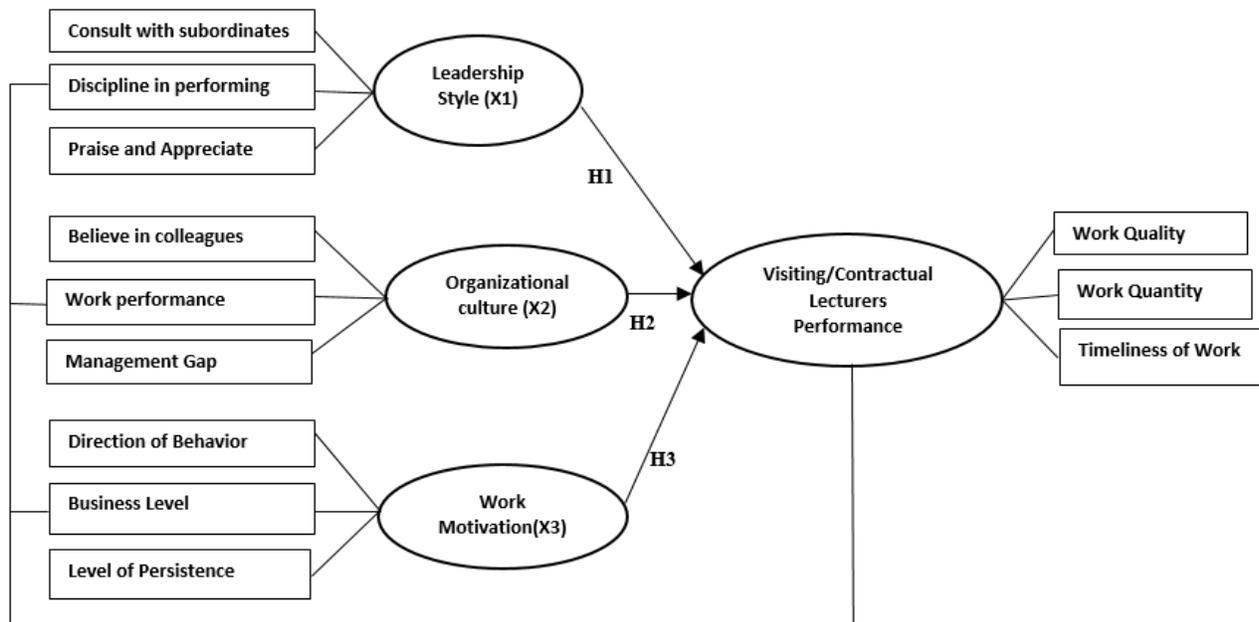
In the educational institutes of Pakistan leadership style was significantly and positively related to employees' optimistic emotional state in job execution. Therefore, performance based rewards and punishment had negative and insignificant relationship with employees' positive feelings and perceptions in job performance in Pakistani education institution. Moreover, unlike performance-based rewards and punishment, inspiring vision, innovation, self-reflection, negative feedback, encouragement and involvement orientated leadership style were significantly and positively related to the efficient fulfillment of work related duties in the education institutes of Pakistan. Torlak and Cemil Kuzey (2018).

**Performance Influencing Factor**

Each employee, whether it is an employee of a company, a social worker or a public servant, is created with the goal of attaining pre-determined objectives aimed at improving the employee work efficiency.

**Conceptual Framework**

To study leadership style, work motivation, organizational culture, on job performance of Visiting/contract faculty, the structure of the proposed study is as follows.



**Hypotheses**

Based on the problem formulation and background that has been drawn, the following research hypotheses were suggested:

H1: Leadership style has a significant positive effect on the job performance of Visiting/Contractual lecturers at Swabi University.

H2: Organizational Culture has a significant positive effect on the job performance of Visiting/Contractual lecturers at Swabi University.

H3: Work motivation has a positive effect on the job performance of Visiting/Contractual lecturers at Swabi University.

H4: Leadership Style, work motivation, Organizational Culture has positive effects on the job performance of Visiting/Contractual lecturers at Swabi University.

#### IV. RESEARCH METHODOLOGY

The methodology implemented for the study is descriptive, which is exploratory without involving any prior hypothesis. The variables in this study consisted of leadership style, labor productivity, job motivation, and organizational culture, as measured using the Likert scale 1-5. The scale is a rating from “strongly disagree” to “strongly agree”. Data were collected by conducting a survey by distributing questionnaires addressed to invite Visiting/contractual lecturers at the University of Swabi. Sampling is carried out in such a way that a representative sample is expected. Sampling was carried out by the method of proportional stratified random sampling. In this research, Likert scales were used by researchers, which ask questions from respondents that show the degree of agreement or disagreement.

The Cronbach alpha is also used to preserve the reliability of the structure. A population is a generalization zone composed of objects or topics with specific quantities and specifications that are selected by researchers for analysis, after which the results are determined. The target group for this research is a visiting/contract lecturers from Swabi University. Sampling is one of the many features that people have. If the population is large, researchers cannot study everything, because of work and time, so researchers can use samples from the target group. In this study stratified random sampling technique was used. To facilitate tracking the number of samples taken, the following formula is selected:

$$n = N + \frac{1}{N(e)^2}$$

where:

N= Population

n = Sample size

e = sampling errors

The sample used for the population of 70 and 50% level of confidence is 60 respondents. This study is aim to determine the effect of Visiting faculty in determining the influence of leadership style, work motivation and organizational culture. The population of respondents from Swabi University was 70 respondents, so the samples were tested by using the Slovenian formula, with a 95% level of confidence and an error rate of 59. 6%. Use of the formula and the population 70. This study uses the multiple stress analyzes of SPSS Statistics version 23 with data

management: reliability and validity. Therefore, the validity and validity of the questionnaire should be explored first (Masood, 2004).

1. Validation is complete by equating the value  $r$  calculated with the tabulated  $r$ ,  $(df) = N - k$ , where  $k$  is the number of independent study variable and  $N$  donate the number of samples. If the ranks  $r > r$  is calculated and have a positive value, therefore the question will become valid. The objective of the reliability test is to measure the reliability of the questionnaire. The questionnaire would be valid if the question (indicator) on the questionnaire probably indicated something that would be measured by the questionnaire.
2. This study used a single analysis to measure reliability, that is, measure only shot, then compare the findings with measure the correlation between responses to questions in the questionnaire. Consequently, the researcher measured the reliability of the SPSS using the  $(\alpha)$ alpha test. A variable suits valid if it is evaluated at  $\alpha > 0.60$  (cited by Awang, & Jais, 2020). The reliability test is used to measure the stability, consistency of the questionnaire. A questionnaire, becomes relevant if the respondents' responses to the questionnaires remain consistent or stable over time.

## V. CLASSICAL ASSUMPTION TESTS

### *Multicollinearity Test*

This test is intended to test whether the regression model has found a correlation between the independent variables. Indicate the existence of multiplicity in the model of regression by examining the inverse values of the inflation variables (VIF) and tolerance. The value of threshold used for several links is the same as the tolerance value is greater than 0.10 or the VIF value is less than 10. Low tolerance = high VIF (as  $VIF = 1/\text{tolerance}$ ) Obite et al., (2020).

### *The Normality Test*

This analysis aims to test whether the regression model, the dependent variable, the independent variable or both have a normal or almost normal distribution. The optimal regression model has almost normal distribution. In other words, normal distribution must form a straight line of a triangle, and the line of the triangle is compared with the exception of data creation. If the distribution of residual information is common, the line presenting the original information follows the triangle Psaradakis, & Vávra, (2020).

### *Multiple Regression Analysis*

To determine the effect of the correlation between the dependent and independent variables multiple regression analysis will used. The purpose of multiple regression analysis is to determine whether there is a correlation and whether the correlation variable (Y) is linked to two or more (IDV) (X), positive or negative Julián, & Bonavia, (2020). Multiple regression equation has the form:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$X_1$  = Leadership style variable

$b_1b_2$  = Regression coefficient

$X_3$  = Work Motivational variable

a = Constants

e = variables that not included in the study

Y = Employee performance variable

$X_2$  = Organizational culture variable

$b_1 b_2$  = Regression coefficient

**Hypotheses Testing**

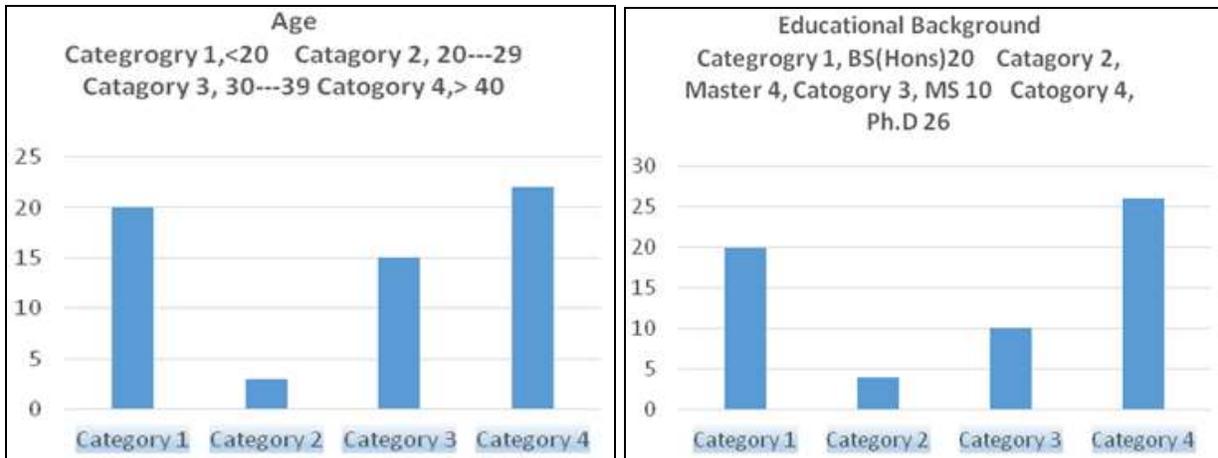
$R^2$  is designed to calculate the change in independent variables (IDV) in different linear regression models to explain the change in (DV). The values of the determination coefficients range from 0 to 1. The small value of  $R^2$  (0) indicate that the reliability of the (IDV) to clarify the change in the (DV) is limited.

In contrast, the approach to the value of ( $R^2$ ) 1 specify that the (IDV) provides all the information necessary to forecast the variability of the (DV) (Ghazali, 2006). The T-test is designed to specify correlation between the variables leadership style and Job performance, if the variations leadership style, work motivation, and organizational culture affect the variable (Y) partially or individually (Ghazali, 2006). Hypotheses in this were mention as:

$H_0$ : In part, there is no association between the IDV in the DV.

F test actually determines to check all the (IDV) present in the model, which has an effect on the dependent variable(Y) and the F model should be greater than 10.

- a.  $H_0 = \beta_i = 0$ , which means that there is not at the same time a significant effect of independent change, organizational culture ( $X_2$ ) leadership style ( $X_1$ ), and work motivation at work ( $X_3$ ) on dependent on the performance of the visiting faculty (Y).
- b.  $H_a: \beta_1 > 0$ , which specify positive effect of work motivation ( $X_3$ ) on the IDV the organizational culture ( $X_2$ ), leadership style ( $X_1$ ), and the variables dependent at the same time as the visiting teacher. (Y) Identify the exercises.



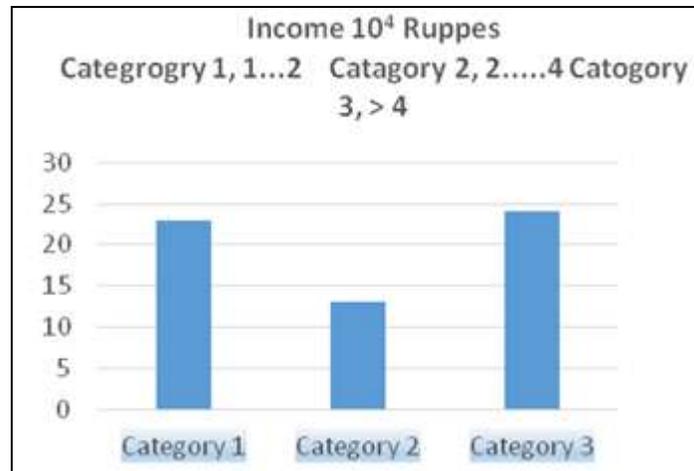


Fig. 1: Shows Demographics in this Survey

In this survey, 45% of the participants were men and the remaining 55% were women. In addition, as we see in Figure 1, most of the participants had a bachelor's degree and were under 40 years. Lastly, the average income of respondents in Pakistani currency is shown in the below table. The validation results are highlight in below table 1.

Table 1: Pearson Correlation Test Detail

| Variable                                   | Statement        | r calculates | r tabulated | Result |
|--|------------------|--------------|-------------|--------|
| Leadership Style (X <sub>1</sub> )         | X <sub>1.1</sub> | 0,878        | 0.2542      | Valid  |
|  | X <sub>1.2</sub> | 0,852        | 0.2542      | Valid  |
|  | X <sub>1.3</sub> | 0,812        | 0.2542      | Valid  |
| Organizational Culture (X <sub>2</sub> )   | X <sub>2.1</sub> | 0,821        | 0.2542      | Valid  |
|  | X <sub>2.2</sub> | 0,852        | 0.2542      | Valid  |
|  | X <sub>2.3</sub> | 0,768        | 0.2542      | Valid  |
| Employee Motivation (X <sub>3</sub> )      | X <sub>3.1</sub> | 0,898        | 0.2542      | Valid  |
|  | X <sub>3.2</sub> | 0,887        | 0.2542      | Valid  |
|  | X <sub>3.3</sub> | 0,785        | 0.2542      | Valid  |
| Visiting/ Contractual Lecturer Performance | Y <sub>.1</sub>  | 0,860        | 0.2542      | Valid  |
|  | Y <sub>.2</sub>  | 0,915        | 0.2542      | Valid  |
|  | Y <sub>.3</sub>  | 0,831        | 0.2542      | Valid  |

Reliability was also used to determine instrument reliability based on a questionnaire used with the assumption that if the Cronbach alpha value is > 0.6, the variable will be reliable (Ghozali, 2006). Table 1: results, it is specifying that indicators of (IDV) and (DV) of a visiting faculty (Y), show reliable results. In table 2, the reliability results are shown.

Table 2: Cronbach Alpha Summary

| Variable                                   | Alpha | Conclusion |
|--|-------|------------|
| Leadership Style                           | 0.823 | Reliable   |
| Organizational Culture                     | 0.761 | Reliable   |
| Work Motivation                            | 0.825 | Reliable   |
| Visiting/ Contractual Lecturer Performance | 0.921 | Reliable   |

The variables used in this research are reliable shown in table 2. The variance coefficient (VIF) test is designed to investigate whether in this study the regression mode shows a correlation among the (IDV) or not.

Table 3: Multicollinearity Detail with VIF

| <i>Variable</i>        | <i>Tolerance</i> | <i>VIF</i> | <i>Conclusion</i>           |
|------------------------|------------------|------------|-----------------------------|
| Leadership Style       | 0,195            | 5,131      | Free from Multicollinearity |
| Organizational Culture | 0,331            | 3,023      | Free from Multicollinearity |
| Motivation             | 0,231            | 3,321      | Free from Multicollinearity |

All variables consisting on the study are free from Multicollinearity shown by VIF results because all VIF values are < 10 and value of tolerance are > 0.1. The Normality test is designed to see if the regression model has a dependent variable and is an independent variable with normal distribution or not. According to Kolmogorov-Smirnov test for residuals using the SPSS, it can have concluded as Z = 0.933 which specify that total variables are distributed normally.

Table 4: Regression Analysis Summary

| <i>Model</i>                     | <i>Unstandardized Coefficients</i> |                   |
|----------------------------------|------------------------------------|-------------------|
|                                  | <i>B</i>                           | <i>Std. Error</i> |
| Constant                         | -0.201                             | 0.325             |
| Leadership Style ( $X_1$ )       | 0.413                              | 0.184             |
| Organizational Culture ( $X_2$ ) | 0.368                              | 0.163             |
| Motivation ( $X_3$ )             | 0.353                              | 0.163             |

$$Y = -0.201 + 0.413 X_1 + 0.368 X_2 + 0.353 X_3 + e_i$$

The findings of the study specify that:

1. The regression coefficient value, for the (IDV) of leadership style is 0.413, and the value of coefficient means that when the value of the (DV)  $X_1$  increases 1%, the value increases depending on the variable, for example, 0.413. of visiting lecturers (Y) performance, provided that the other variables show no change.
2. The -0.201 is constant value, which means that the value of the (IDV) of leadership style, work motivation and organizational culture and the (DV) Job performance of Visiting lecturer is -0.201.
3. The regression coefficient value for work motivation is 0.353, which specify that if (IDV) value of work motivation increases one unit, it will lead to the fact that the value of the (DV) will increase to 0.353 units provided, other changes remain unchanged.
4. The regression coefficient value for organization culture is 0.368, the coefficient value means that when value of (IDV) organization culture grows by one unit, it increases on the value of the (DV), 0.368 unit.
5.  $e_i$  show error terms

The correlation is designed to check the close association between the dependent variable and the independent variable. The SPSS results are related to the determination and correlation coefficients in the table below. In this study, the Adjusted  $R^2$  was 0.702, meaning that independent variables can explain 70% changes in the dependent variable. For hypothesis, testing t-test to specify the partial effects of the respectively (IDV), on the (DV) explain in the below table.

Table 5: t-test Results

| <i>Variables</i>       | <i>t Sig</i> | <i>Result</i> | <i>Information</i> |
|------------------------|--------------|---------------|--------------------|
| Leadership Style       | 0.037        | Significant   | 0.037 < 0.05       |
| Organizational Culture | 0.035        | Significant   | 0.035 < 0.05       |
| Motivation ( $X_3$ )   | 0.032        | Significant   | 0.032 < 0.05       |

Table 5 results indicates; all the values of t are meaningful when significance level is 5%.

Table 6: ANOVA Test Result Summary

| <i>Model</i> | <i>Sum of Squares</i> | <i>df</i> | <i>Mean Square</i> | <i>F</i> | <i>Significance</i> |
|--------------|-----------------------|-----------|--------------------|----------|---------------------|
| Regression   | 24.974                | 3         | 8.325              |          |                     |
| Residual     | 9.749                 | 56        | 0.174              | 45.870   | 0.000               |
| Total        | 34.723                | 59        |                    |          |                     |

## VI. CONCLUSION

This study included three variables, leadership style (X1), work motivation (X2) and organizational culture(X) on job performance of visiting teachers. Leadership style effects employee job performance through work motivation which specify that work motivation mediates the effect of leadership style applied to employee job performance. Leadership style that consists of indicators: consultative, directive, participatory and delegations as well as significant positive effect on Job performance. For government universities, leadership is the main factor for commitment and thus, the university should focus on their self-actualization needs and proper distribution of powers and authority should be maintained to make them more committed and therefore, better performance. Leadership styles partly influence the performance of visiting teachers at Swabi University. Organizational culture also affects to some extent. In addition, motivation to work can have a significant impact on employee productivity. At the same time, leadership style, work motivation and organizational culture have a significant impact on the effectiveness of public teachers. If the lecturers have a high level of work motivation, then the result will best for the development of their organization. By doing this the faculty members will be Motivated, risky, responsible, has consistent goals, is always learning, creative, creative, confident and positive. Based on the finding of this study, the University of Swabi should promote organizational culture, always offering the performance of the visiting teacher. For accurate generalization, comprehensive research is required covering the state if not the cross country. As such, for future research, the impact of other variables can be considered, and it is suggested for future studies for researchers interested in the field of leadership.

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