The Influence of Leadership Style and Organizational Climate on Performance Uay Banjarmasin

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Abstract: Leadership style is fundamental in clarifying the type of leadership. Leadership style has an archetype, that is the importance of execution of tasks, which emphasizes cooperative relationships, and attaches importance to the results achieved. Successful organizations are organizations that have employees who work more than their job responsibilities and voluntarily give their time and effort to the successful execution of tasks, called organizational citizenship behavior. Good leadership style relationships and organizational climate will bring good performance to work. This study aims to examine the influence of leadership style ($X1$) and organizational climate ($X2$) on Academic and Educational Work Performance (Y) in Achmad Yani of University Banjarmasin. This research uses a quantitative approach. The sample of this research is determined as many as 61 academic and educational staff of Achmad Yani of University Banjarmasin. Data collection is done using questionnaire, while data analysis using multiple linear regression with degree of trust 95%. Test result got value $p = 0.000$ with t count $= 2.752$ for leadership style and t count $= 2.987$ for organizational climate, F count $= 45.215$, $R = 0.781$ and $R^2 = 0.609$ for leadership style on performance, and F count $= 74.545$, $R = 0.747$ and $R^2 = 0.558$ for organizational climate variable on performance. This shows that there is an influence of leadership style and organizational climate on academic staff performance and education in Achmad Yani of University Banjarmasin, because p value $= 0.000 < 0.05$, t count $> t$ Table, that is $2.752 > 2.301$ for leadership style, and t arithmetic $> T$ table, ie $2.987 > 2.301$ for organizational climate. F count $> F$ Table, ie $45.215 > 3.156$ for leadership style and organizational climate simultaneously affect performance. The leadership style contributed to the performance of 60.9% and the organizational climate contributed to the performance of 58.8%.
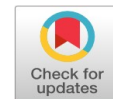
INTRODUCTION

The style of leadership is the basis for clarifying the type of leadership. Leadership style has an archetype, which emphasizes the execution of tasks, and cooperative relationships, and attaches importance to achievement.

In the 1960s was developed a leadership theory called "managerial pattern". Leadership is influenced by two managerial concerns, namely attention to production/tasks and basic managerial attention, namely attention to production/tasks and attention to human beings. According to this theory there are four basic styles of leadership: (1) the style of task management, leaders show a high concern for humans, but low attention to production and humans, (2) country club management style, leaders show high attention to production, (3) poor management, leaders are less concerned about both production and humanity, (4) team management style, leaders show high attention both to production and people. According to this theory the style of team management, which is basically the same as the democratic style is the best leadership style for everyone in all situations.

In an organization, the leadership factor plays a very important role because it is the leader who will move and direct the organization in achieving the goals and it is not an easy thing, because leaders must understand the behavior of different subordinates. Subordinates are influenced in such a way

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that they can provide devotion and participation to the organization effectively and efficiently. In other words, it is said that the success or failure of the achievement of organizational goals, is determined by the quality of leadership. Given that what a leader is engaged in is not an inanimate object, but a human who has feelings and minds, and a variety of types and attributes, then the issue of leadership can not be regarded as easy. The willingness of a leader is a means to an end. This means subordinates in meeting needs depend on the skill and willingness of the leader.

Stringer (2002), Wirawan (2007) said that to measure the organizational climate there are six dimensions needed, namely: Organizational structure reflects good feelings about the organization, in this atmosphere employees feel to have clear roles and responsibilities within the organization. High structure if members of the organization feel their work is well defined. The structure is low if they feel there is no clarity as to who is doing the task and has the authority to make decisions.

According to Anwar (2002) in his journal entitled "The Influence of Leadership Style on Employee Performance at the Operator Section of PT Mitrabuana Jayalestari Karawang" stated that: The leadership style has a positive and significant ($\alpha = 5\%$) effect on employee performance in PT Mitrabuana Jayalestari with the correlation coefficient of 0.505. The contribution of the influence of leadership style on employees' performance is 25.5 percent while the rest is influenced by other factors not examined.

Ahmad Yani University (UAY) Banjarmasin is a college institution located in Banjarmasin city. Achmad Yani University was officially established on 1 May 1983 and is a Private University in South Kalimantan by Yayasan Pendidikan Universitas Achmad Yani Kalimantan Selatan. Achmad Yani University has 2 (two) campus locations, in Banjarmasin and in Banjarbaru. One of the problems that concerns the author is about the change of UAY rector leadership that becomes one of the pros and cons among the academic staff, the education, and even among UAY students themselves. It was proved by the demonstration by students as a form of protest submitted to the rector and the foundation for not getting the right to learn and teach them on UAY campus. This happens because of the "strike" of work and resignation submitted by some lecturers of Ahmad Yani University on the grounds of not approving the replacement of rector's office and of them there are also objecting to the leadership style of the rector.

LITERATURE REVIEW
Leadership style
Leadership style is defined as the behavior or manner chosen and used by leaders in influencing the thoughts, feelings, attitudes, and behaviors of the organization (Nawawi, 2003; Mohamad Yusof, Munap, Mohd Badrillah, Ab Hamid, & Md Khir, 2017; Oetomo, Satrio, & Lestariningsih, 2016; Silahtaroglu & Vardarlier, 2016). The style of leadership is the overall pattern of the actions of a leader, both visible and invisible to his subordinates (Bo Shing & Xiaodie, 2017; Rivai & Mulyadi, 2003; Taiwan, Na-Nan, & Ngudgratoke, 2017).

From that sense it can be concluded that the leadership style is the attitude of a leader that can give a big influence on the attitude, and the behavior of his subordinates. Leadership style basically contains the sense as a manifestation of the behavior of a leader who concerns his ability to lead.

This sense of leadership style is consistent with the opinion expressed by Davis and Newstrom (1996) which states that the pattern of the leader's overall actions is as perceived or referred by subordinates. The style of leadership represents the philosophy, skills, and attitude of leaders in politics. Leadership style is a behavioral pattern designed to integrate organizational goals with individual goals to achieve certain goals (Edano, Punzalan, & Tumutod, 2017; Ranupandojo & Husnan, 2002), whereas according to Tjiptono (2001) leadership style is a way that leaders use in interacting with their subordinates. Others argue that the style of leadership is a pattern of behavior (words and actions) of a leader perceived by others (Hersey & Blanchard, 1969). According to Kartono (1998) states as follows:

Decision making skill
Decision-making is a systematic approach to the nature of alternatives faced and taking action that is calculated to be the most appropriate action.

Motivating ability

Motivating Ability is the driving force that resultes in an organizational member willing to mobilize its ability (in the skill) of its personnel and time to organize the various activities that are its responsibility and fulfill its obligations, in order to achieve the objectives and organizational goals that have been predetermined.

Communication skill

Communication skill is the ability or ability to convey messages, ideas, or thoughts to others with the intention of the other person to understand what is meant to be good, directly orally or indirectly.

Ability to control subordinates

A Leader must have a desire to get others to follow their wishes by using personal power or position power effectively and in place for the long-term interests of the company. It includes telling others what to do with a tone that varies from a firm tone to asking or even threatening. The goal is to get the tasks done properly.

Responsibility

A leader must have responsibility towards his subordinates. Responsibility can be interpreted as obligations that must bear, bear responsibility, bear everything or give an answer and bear the consequences.

Emotional control ability

Emotional Controlling is a very important thing for the success of our lives. The better our ability to control our emotions the easier we will achieve happiness.

Kinds of leadership style

In order to improve the performance of employees, it is born nature of leadership to lead, this nature will ultimately psychologically affect the "style" used by a leader in leadership. To subordinate to work is to know and describe the characteristics of the employee whether the employee has ability to work or the employee is diligent in working or in other words not lazing. Because basically from the nature of the employees there are 144 kinds. There are those who have the ability to work but lazy to work, there is no ability to work in them but are diligent to work, they are not having the ability to work and are lazy to work and have the ability to work. Blanchard (1996) divides the four styles of leadership that is;

Consultative style

The style of consultation is characterized by a leader who limits his role and instructs subordinates on what, how, when, and where to perform a particular task.

Participatory style

The style of participation is characterized by the presence of leaders and subordinates who exchange ideas in decision making through two-way communication, and who are led enough capable and knowledgeable to perform the tasks assigned to subordinates.

Delegative style

Delegative style is characterized by the presence of leaders who involve many subordinates to carry out their own tasks through delegation and general content supervision.

Instructive style

The instructive style of the leader is still much to provide direction and provide support in decisions via two-way communication.

Organizational climate

The term organizational climate was first used by (Lewin, 1940), who used the term psychological climate. Then the term organizational climate is used by Tagiuri, Litwin, and Barnes (1968). Tagiuri et al. (1968) proposes a number of terms to describe behavior in relation to the setting in which behavior occurs: environment, milieu, culture, atmosphere, situation setting), behavioral patterns (behavior setting) and conditions (conditions).

Organizational climate is the perception of organizational members (individually and in groups) and those who are constantly in touch with organizations (e.g., suppliers, consumers, consultants and contractors) about what is or is happening within the organization's internal environment on a regular basis, affecting attitudes and organizational behavior and the performance of organizational members which then determine the performance of the organization (Ameer, 2017; Wirawan, 2007).

Organizational climate is the human environment in which employees of the organization do their work. The organization's climate can not be seen or touched but the climate existing as air in a room surrounds and affects everything that happens within an organization (Davis & Newstrom, 1996).

From the above opinion it can be concluded that the organizational climate is a concept that describes a situation within the internal environment of the organization that can give influence on the behavior of members of the organization in doing its duty.

Organizational climate dimension

Organizational climate that the individual feels in a positive way (fun) will provide a good and effective work appearance that will affect the success of the organization. Organizational climate occurs in every organization and affects organizational behavior and is measured through the perception of every member of the organization. Then Lussier (2005) says that the climate dimension includes:

Structure

It is the level of coercion perceived by employees because of the rules and procedures are structured or arranged. Organizational goals, levels of responsibility, and organizational values are important for employees to know that what is really expected of them and they can make the right contribution to the organization. According to Morris and Steers (1980) the higher the "structuring" of an organization the environment will feel more rigid, closed, and full of threats. While the autonomy and freedom of self-determination are given to the individual and the more attention the management gives to the employees the better the working climate.

Responsibility

It is the level of supervision that the organization implements and is perceived by its employees, where quality and form of supervision, direction and guidance are received from superiors by subordinates.

Reward

It is the level of reward given for the employee's efforts. Employees are rewarded according to their performance. According to Stringer (2002) Leaders should give more recognition than criticism to help employees achieve the peak of achievement. The opportunity to grow should use rewards and performance improvements.

Warmth

Associated with the level of employee satisfaction is the organizational integrity. Feelings of a friendly work atmosphere and more emphasis on hospitality or friendship conditions in an informal group, as well as good relationships among colleagues, an emphasis on the influence of friendship and informal social groups.

Support

It relates to the support for the employees in performing organizational tasks. Matters related to support and co-worker relationships are mutual help between leaders and employees, more emphasized on mutual support between superiors and subordinates.

Organizational identity and loyalty

It relates to a feeling of pride in the existence of the organization and the loyalty shown during its lifetime or the degree of loyalty to the achievement of organizational goals. A strong sense of commitment is associated with personal loyalty. A low level of commitment means employees feel apathetic about the organization and its purpose.

Risk

Associated with employees are given space to perform or take risks in carrying out the task as a challenge.

Performance

An organization or company if you want to go forward or develop it is required to have qualified employees. A qualified employee is an employee whose performance can meet the targets set by the company. To obtain employees who have good performance it is necessary to implementat of performance.

According to Mangkuprawira and Hubeis (2007) is: "Performance (work achievement) is the work of quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him." Then according Sulistiyani (2003) "Performance is a combination of ability, effort and opportunity that can be judged from the work." While Hasibuan (2001) suggests that "performance (work achievement) is a work achieved by a person in performing tasks assigned to him based on skills, experience, sincerity and time.

Measures of performance can be seen in terms of quantity and quality in accordance with the standards set by the organization or company form can be tangible (can be defined measuring instruments or standards) or intangible (can not be set measuring instruments or standards), depending on the form and implementation process for the job. Performance generated by employees in a company is determined by several factors and good conditions that come from within the employees or from outside the individual employees.

Furthermore, Mangkuprawira and Hubeis (2007) in his book Human Resource Quality Management says that performance is the result of a certain planned work process at the time and place of the employees and the organization concerned.

Mangkuprawira and Hubeis (2007) mention that employees' performance is influenced by intrinsic factors and extrinsic factors. The intrinsic factors affecting employees' performance consist of education, experience, motivation, health, age, skill, emotion and spirituality. While extrinsic factors that affect the performance of employees consist of physical and non physical environment, leadership, vertical and horizontal communication, compensation, control of supervision, facilities, training, workload, work procedures, punishment system and so on.

From the definition of opinion or definition, it can be concluded: Performance is the ability or a performance of a person in carrying out activities in accordance with the duties and responsibilities as the quantity and quality is the work achieved by a person in carrying out a job.

Basically performance is something that is individual, because each employee has a different level of ability in doing his job. Robbins, Judge, and Breward (2003) argues that performance presents the function and ability (ability), motivation (motivation) and opportunity (opportunity). Thus performance is determined or influenced by factors of ability, motivation and opportunity. Performance depends on a combination of ability, effort and opportunity.

Performance indicators

Employee performance indicators according to Prawirosentono (1999) are as follows:

Effectiveness and efficiency

The effectiveness of an organization is if the goals of an organization can be achieved in accordance with the planned needs. The efficiency is associated with the number of sacrifices incurred in achieving the goal.

Authority and responsibility

In this case the authority is the authority that someone has to govern others (subordinates) to perform the tasks assigned to each subordinate within an organization. Responsibility is an inseparable part or as a result of the ownership of such authority. If there is a meaningful authority it automatically raises responsibility.

Discipline

Discipline comes when obeying applicable laws and regulations. Employee shows discipline as the employee's obedience in respecting the employment agreement where employees work.

Initiative

One's initiative is related to thinking power, and creativity in the form of ideas for something related to organizational goals. Each reverse initiative gets the attention or positive response from the leadership.

RESEARCH METHODOLOGY

Population is the whole unit or individual to be studied. The population of academic and educational personnel at the University of Achmad Yani Banjarmasin amounted to about 157 people. Calculation of the number of samples is done by using Slovin formula with the assumption that if the population is normally distributed, then the calculation is as follows: (Oseni, 2011).

$n = \frac{N}{1+Ne^2}$

Where:

n = Sample size

N = Population size

e = Allowed limit of errors, as much as 10%.

Based on the formula, the number of samples taken in this study are:

$n = \frac{1}{1+157(0.1)^2} = 61.08$ or 61 respondents

So, the number of samples to be taken in this research is 61 employees. The selection of sampling techniques is a research effort to obtain representative samples (representing), which can describe the population. It was Probability Sampling in this study.

In random sampling, each unit of population, has the same opportunity to be taken as a sample. Factors of selection or designation of samples to be taken, solely on the consideration of the researcher, are avoided here. Otherwise, there will be bias. By random, the selection bias can be minimized, as small as possible. This is one effort to get a representative sample. The advantages of sampling with probability sampling are as follows:

a. The degree of confidence in the sample can be determined.

b. The difference in the estimation of population parameters with sample statistics can be estimated.

c. The sample size to be taken can be calculated statistically.

The data used are primary data and secondary data. Primary data are data collected directly by researchers from the field, obtained from a questionnaire distributed among all academic staff and education in Ahmad Yani University Banjarmasin.

The questionnaire is a set of questions that include questions about research variables. While secondary data are data provided by the University of Achmad Yani Banjarmasin as the object of research related to this study. Secondary data are related to the data contained in the University of Achmad

Yani Banjarmasin and bibliography (books). The types of data used in this study are:

Quantitative data

Namely the data obtained in the form of numbers that can be calculated, obtained from the distributed questionnaire and related to the problem under study.

Qualitative data

These are data that are not in the form of numbers or that can not be calculated or in the form of information either orally or in writing, and obtained from the results of interviews with the leadership or employees of the company and the information obtained from other parties related to the problems studied.

RESULTS AND DISCUSSION

Results

Table 1: Uji normalitas

	Tests of Normality					
	Kolmogorov-Smirnov^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Leadership style	.070	61	.200*	.980	61	.401
Organizational climate	.091	61	.200*	.989	61	.851
Peformance	.080	61	.200*	.990	61	.896

*This is a lower bound of the true significance.

a. Lilliefors Significance Correction

From the above output, it can be seen in column Kolmogorov-Smirnov that the value of significance for leadership style, organizational climate and performance is 0.200. Since the significance for all variables is greater than 0.05, it can be concluded that the data for population leadership style, organizational climate and performance are normally distributed.

Table 2: Uji linieritas

		ANOVA Table					
			Sum of Squares	df	Mean Square	F	Sig.
*Peformance	Between groups	(Combined)	4804.522	30	160.151	3.527	.000
Leadership style		Linearity	3386.394	1	3386.394	74.581	.000
		Deviation from linearity	1418.128	29	48.901	1.077	.420
	Within groups	1362.167	30	45.406			
	Total	6166.689	60				

From the output above and the linearity test results we can see that the value of linearity significance is 0.000, because the value of significance is less than 0.05. It can be concluded that between the variables of leadership style and performance there is a linear relationship.

From the output above linearity test results we can see that the value of linearity significance of 0.000, because the value of significance less than 0.05 it can be concluded that between organizational climate variables and performance there is a linear relationship.

Table 3: Uji multikolinearitas

	Coefficients^a						
Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B Std.	Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	9.288	7.868		1.180	.243		
Leadership style	.311	.113	.393	2.752	.008	.331	3.020
Organizational climate	.276	.092	.426	2.987	.004	.331	3.020

a. Dependent variable: Peformance

From the above output, we see the VIF column. It can be seen that the VIF value for leadership style and organizational climate is 3.020, because the VIF value is less than 5. It can be concluded that the regression model is not found with any problem of multicollinearity.

Table 4: Uji heterokedastisitas

		Correlations		
		Leadership Style	Organizational Climate	Unstandardized Residual
Leadership style	Correlation coefficient	1.000	.790**	-.043
	Sig. (2-tailed)	.	.000	.745
	N	61	61	61
Organizational climate	Correlation coefficient	.790**	1.000	-.055
	Sig. (2-tailed)	.000	.	.673
	N	61	61	61
Unstandardized residual	Correlation coefficient	-.043	-.055	1.000
	Sig. (2-tailed)	.745	.673	.
	N	61	61	61

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

From the above output, it can be seen that there is a correlation between leadership style variables ($X1$) with Unstandardized Residual producing significance value of 0.790 and the correlation between organizational climate variable with Unstandardized Residual producing significance value 0.745, because the value of correlation significance is more than 0.05. It can be concluded that the regression model found no heteroscedasticity problem.

Table 5: Autocorrelation test

			Model Summary^b		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.781^a	.609	.596	6.446	1.719

a. Predictors: (Constant), Iklim organisasi, Gaya kepemimpinan
b. Dependent variable: Kinerja

From the above output we get the Durbin-Watson (DW) value generated from the regression model of 1.719, while from the DW table with the significance of 0.05 and the sum of data (n) = 61, seta $k = 2$ (k is the number of independent variables) the obtained value of dl is 1.518, because the value of d (1.719) is greater than the value of dl (1.518). It can be concluded that Ho is rejected and Ha accepted, where there is influence of independent variable (leadership style and organizational climate) on the dependent variable (performance) Achmad Yani Banjarmasin (UAY).

Hypothesis

Table 6: Test of leadership regression analysis

Variabel	R	R^2	Adjusted R Square	F	p
Leadership style	0.781	0.609	0.596	45.215	0.000

As viewed from Table 6, multiple linear regression test results obtained R value of 0.781, because the value of double correlation is between 0.60-0.799. It can be concluded that there is a strong relationship between leadership style and performance. The result value $p = 0.000$ with the value of F is calculated as 45.215 and the coefficient of determination (R^2) is worth 0.609 or 60.9%. This shows that there is a significant influence between independent variables ($X1$) and the dependent variable (Y) because $p = 0.000 < 0.05$ and the independent variable affects the dependent variable by 60.9%.

Table 7: Climate organizational regression analys

Variabel	R	R^2	Adjusted R Square	F	p
Organizational climate	0.747	0.558	0.551	74.545	0.000

As viewed from Table 7, multiple linear regression test results obtained R value of 0.747, because the value of double correlation is between 0.60-0.799. It can be concluded that there is a strong relationship between organizational climate and performance. The result value $p = 0.000$ with the value of F arithmetic 45.215 and the coefficient of determination (R^2) worth 0.558 or 58.8%. This shows that there is significant influence between independent variable ($X2$) and dependent variable (Y) because $p = 0.000 < 0.05$ and independent variable influence dependent variable equal to 58.8%.

Table 8: Multiple regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	9.288	7.868		1.180	.243
Leadership style	.311	.113	.393	2.752	.008
Organizational climate	.276	.092	.426	2.987	.004

a. Dependent variable: Peformance

Based on the results of regression analysis and hypothesis testing in the table it is stated that the values of standardized beta coefficients in this regression analysis are 0.393 and 0.426, the value of Standardized Coefficients Beta (S.C Beta) is the path or path value. While nilai koefisien regresi (β) leadership style variable equal to 0.311 with t-test value equal to 2.752 with significance value of 0.008 and organizational climate variable equal to 0.276 with t-test value equal to 2.987 with significance value of 0.004. The value of regression coefficient (β) and t-test using α level (significance) is 0.05, so it can be concluded that this result shows the relationship between independent variables and the dependent variable is positive and significant. It can also be said that the hypothesis in this study can be accepted. Based on thitung value of leadership style variables ($X1$) obtained value of 2.752 and t Table of 1.670, where Ho received if b $\leq$ 0, tcount $\leq$ table, Ha accepted if $b > 0$, t count $>$ table, then t count $>$ table (2.752 $>$ 1.670) which means Ho is rejected and Ha accepted, meaning there is a significant influence between the leadership style ($X1$) with the performance and based on the value of organizational climate variable ($X2$) obtained value of 2.987 and table of 1.670, it can be seen that thitung $>$ tabel (2.987 $>$ 1.670) which means there is a significant influence between organizational climate variables with the performance of academic and educational staff Ahmad Yani University Banjarmasin (UAY). Therefore, the regression equation can be written with $Y = 9.288 + 0.311X1 + 0.276X$.
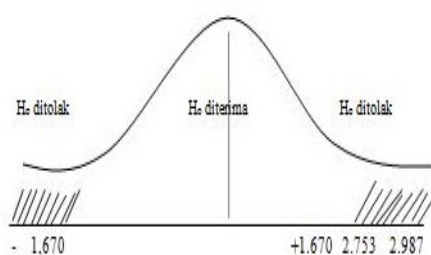

Figure 1. Data analysis

Based on the results of data analysis proved that there is a significant influence between the leadership style on the performance of academic staff and education Achmad Yani University Banjarmasin (UAY) and there is significant influence between organizational climate variable and academic staff performance of Universitas Achmad Yani Banjarmasin (UAY), in other words that among the factors driving academic staff and education in improving its performance is with leadership style and organizational climate.

Table 9: Partial correlation

Control Variables		Correlations	Leadeship Style	Peformance
Organizational climate	Leadership style	Correlation	1.000	.340
		Significance (2-tailed)	.	.008
		Df	0	58
	Peformance	Correlation	.340	1.000
		Significance (2-tailed)	.008	.
		Df	58	0

From the result of partial correlation analysis above, we got correlation between leadership style and performance where organizational climate controlled is 0.340. This suggests that there is a low relationship between leadership style and performance if the organizational climate remains, because it is in the range 0.20-0.399. While the direction of the relationship is positive because the value of r positive, meaning the higher the leadership style the more the improvement in performance.

Table 10: Partial correlation

Control Variables		Correlations	Leadeship Style	Peformance
Leadership style	Organizational climate	Correlation	1.000	.365
		Significance (2-tailed)	.	.004
		Df	0	58
	Peformance	Correlation	.365	1.000
		Significance (2-tailed)	.004	.
		Df	58	0

From the result of partial correlation analysis above, we got correlation between organizational climate and performance where leadership style controlled is 0.365. This suggests that there is a low relationship between organizational climate and performance if the leadership style remains, as it is in the range 0.20-0.399. While the direction of the relationship is positive because the value of r positive, meaning that the higher the organizational climate the higher the performance.

Table 11: F test

ANOVA[a]					
Model	Sum of Squares	*Df*	Mean Square	*F*	Sig.
1 Regression	3757.000	2	1878.500	45.215	.000[b]
Residual	2409.688	58	41.546		
Total	6166.689	60			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Iklim Organisasi, Gaya Kepemimpinan

Using $\alpha = 5\%$, *df* 1 (number of variables-1) atay 3-1 = 2, and *df* 2 (*n-k-1*) or 61-2-1 = 58, the results obtained for F Table of 3.156. Because F count > F Table (45.215 > 3.156), then Ho is rejected, it means leadership style and organizational climate together influence on academic staff performance and Universitas Achmad Yani Banjarmasin (UAY).

Discussion

Based on the results of hypothesis testing and regression equation, states that $Y = 9.288 + 0.311X1 + 0.276X2$. Constant value of 9.288 means if the leadership style (*X1*) and organizational climate (*X2*) value 0, then job satisfaction (*Y*) value of 9.288. Leadership regression coefficient of leadership style (*X1*) is 0.311, meaning that if leadership style increase 1%, then performance (*Y*) will increase by 0.311 assuming other independent variable fixed value. Coefficient of positive value means there is a positive

relationship between leadership style and performance, the better the leadership style, the more performance will also be generated. In this case it can be seen that something the activities undertaken by a leader are to persuade or influence his subordinates to act in organizations in a certain way in order to produce effective performance. So in the lead must involve a person's ability to influence or motivate others in order to carry out the task given to him well, as said by Kadarman and Udayana (2001) that: "A leader's job is to encourage his subordinates to achieve a goal".

The regression coefficient of organizational climate variable ($X2$) is 0.276, meaning that if the organizational climate increases by 1%, then the performance (Y) will increase by 0.276 assuming other independent variable to be at a fixed value. Coefficient of positive value means there is a positive relationship between organizational climate and performance. If there is an the increase in the organizational climate, then the performance also increases.

In the output Table seen from Table 5, multiple linear regression test results obtained R value of 0.781, because the value of double correlation is between 0.60-0.799, it can be concluded that there is a strong relationship between leadership with organizational climate. The result of determination analysis (R^2) in Table 5 shows that the value of R square (R^2) is 0.609 or 60.9%, this means the percentage contribution of independent variable (leadership style and organizational climate) to the dependent variable (performance) equal to 60.9%, or variation variables independently used in the model (leadership style and organizational climate) is able to explain 60.9% variation of the dependent variable (performance), while the remaining 39.1% is influenced or explained by other variables not included in this research model.

Adjusted R square in Table 5 is the adjusted R square value. According to Priyatno (2010) that for regression with more than two independent variables Adjusted R^2 is used as the coefficient of determination, while Standard Error of the Estimate is a measure of the number of regression model errors in predicting Y. From the regression results can be a value of 6.446 , this means the number of errors in the performance prediction is 6.446.

Based on hypothesis test result, it is stated that F-test value is 45.215 with significance 0.000. F-Table value of 3.156. Ho test criteria rejected and Ha accepted if F-count $<$ F-Table, meaning can be seen F-count $<$ F-Table (45.215¿ 3.156) which means there is influence between leadership style and organization climate together to academic performance and the education of Universitas Achmad Yani Banjarmasin (UAY). For standardized beta coefficients the leadership style in this regression analysis is 0.393, and the standardized beta coefficient value of organizational climate is 0.426, the value of Standardized Coefficients Beta (S.C Beta) is the path or path value. While the value of regression coefficient (β) leadership style variable of 0.311 with t-test value of 2.752 with a significance value of 0.008.

The value of regression coefficient (β) of organizational climate variable is 0.276 with t-test value equal to 2.987 and significance value of 0.004. The value of regression coefficient (β) and t-test using α level (significance) is 0.05. So it can be concluded that this result shows that the relationship between independent variables and the dependent variable is positive and significant, and it can be said that the hypothesis in this study can be accepted.

Based on thitung value of organizational climate variable (2.987) and t Table (2.301), where Ho is accepted if $b \leq 0$, tcount $\leq t$-Table, Ha accepted if $b < 0$, t count $< t$-Table, then t-count $< t$-Table (2.987 $<$ 2.301) rejected and Ha accepted, meaning there is a significant influence between organizational climate variables with performance.

CONCLUSION

Based on the results of data analysis using multiple linear regression analysis through SPSS program version 24.0 and the formulation of research problems that have been presented in the previous chapter, can be concluded in this research as follows:

1. Partial correlation analysis between leadership styles and performance where the organization climate is controlled by 0.340. This shows a low relationship between leadership styles and performance if the organizational climate remains, because it is in the range 0.20-0.399. While the partial correlation analysis between organizational climate and performance where there is leadership style is controlled by

0.365. This shows a low correlation between the organizational climate on performance if the leadership style remains, as it is in the range of 0.20-0.399.

2. F count value of 45.215 and Ftabel value of 3.156 indicates F count¿ F-Table (45.215 < 3.156), then Ha is accepted which means independent variables simultaneously affect the performance of academic and educational staff of Universitas Achmad Yani Banjarmasin (UAY).

SUGGESTIONS

From the results of the study there are some that are presented as suggestions as follows:

1. The style of leadership affects the performance. So it would be better to establish good communication with superiors and with colleagues, so that goals to be achieved can be realized.

2. Climate of an Organization has a significant effect on performance. So it would be better to establish good communication with superiors and with colleagues, for the creation of a good organizational climate so that the goals of the institution to be achieved can be realized.

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— This article does not have any appendix. —