



## **Analysis of Social action in Leadership at the Library of Yogyakarta Muhammadiyah University**

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### **Abstract**

Leadership in the Library of Yogyakarta Muhammadiyah University is characterized by social action that is the background of achieving the library's goals. The objective of this study is to find out how social action is applied in leadership in Yogyakarta Muhammadiyah University Library. The research method used is a descriptive qualitative approach. The process of testing the data validity is done by triangulation technique while data analysis is done through data reduction, data presentation, and conclusion making. The results of social action research in transformational and transactional leadership that occurred in the library include: First, the form of instrumental rationality action is undertaken by library leaders namely the development of human resources in the form of writing activities, rewards or gifts to the best followers, and the process of recruiting library staff. Second, the rationality action that occurred in the value of transactional leadership in library is the policy of leaders to carry out tadarus (Quran recital) activity together, kultum (seven-minute Islamic sermon), and congregational prayers. Third, affective action that arises from leaders and followers can be started from the neglect of followers who cannot follow the rhythm of change in the library, and the attitude of responsibility and mutual respect that come from both the leaders and followers. Fourth, traditional action in the leadership process in Yogyakarta Muhammadiyah University Library is not visible where the actions taken in the library are from the process of rationality and values of leaders and followers.

**Keywords:** Social action, leadership, Yogyakarta Muhammadiyah University Library, social action

### **1 Introduction**

Leadership is an action that makes both individuals and groups can be directed towards certain goals for the common good (Bonum Commune) (Richard, 2008, p.5). Absolutely, in this definition, three elements are closely attached are human, meaning, and purpose. Although there are people who lead, there are means that are used and there are goals that will be achieved. In addition, leader behaviour significantly affects the effectiveness of the organization or group in achieving its goals (Mierke, 2014, p.70).



Leadership is believed to be the strength key of the organizational movement which is able to build a new culture that is compatible with change. This movement has caused many parties to change various rules that have been made including some rules that have been considered being difficult to change, regarding management with adjustments based on the conditions of reality that occur, where these adjustments have involved his leadership (Irham, 2013, p.38 ) meaning that with the leadership scientific capacity possessed by the leadership, changes can be made.

Leadership is the essential element in an organization. The quality of a leader is highly influence on the organization or institution he leads. Through leadership, the process of a leader influences, motivates, and directs others to achieve the desired goals occurs (Hellrigel, 1992, p.46). Then, the leader, through his leadership style, can move the human resources in an organization to move towards a common goal.

Just like other organizations or institutions, library also needs a leader who has a leadership style that is in line with the challenges of the current library. The progress of a library can be affected by the policies of its leaders. This is because the leader is the driving force in a library. Through this leadership style, the leader attempts to motivate, affect, and encourage followers to achieve common goals.

The library world is currently facing a challenging increasing information age. Innovations are needed to improve the quality of services and human resources in the library. Library, which is an organization that has a vision and mission to be achieved, needs the role of leaders who are able to realize these goals. Each leader has their own leadership style. The leadership that runs Yogyakarta Muhammadiyah University library can be seen from various perspectives of diverse leadership theories. In this study, the researcher focuses more on the model or leadership style that exists at Yogyakarta Muhammadiyah University. Through this leadership, the researcher seeks to uncover the social action taken by the leader in achieving the goals that will be achieved in the library.

## **2 Theoretical Review**

### *2.1 Social Action*

Weber was one of the German sociologists and historians. Weber also became a professor at various universities of Freiburg (1894-1897), Heidelberg (since 1897), and Munchen (1919-1920) (Hotman, 1989, p.90). In Weber's view, sociology is a study of social action between social relations. A human action is recognized as a form of social action if the action is directed at someone else.



Social action is a process in which an actor participates in making subjective decision about the means and ways to achieve certain goals chosen, which are limited by cultural systems in the form of norms, ideas, and social values ( Ritzer, 2007, p.50). According to Weber, interpretive understanding can be used to understand the subject matter of the actions taken by individuals in explaining social actions and their consequences in the social environment.

Weber classifies four social actions into four based on the motives of the actors, namely instrumental rationality action, value rationality, affective action, and traditional action. The explanation of the four social actions is as follows:

### *2.2 Instrumental Rationality (Zwekrationalitat)*

Instrumental rationality action includes deliberate consideration and choices related to the purpose of the action and the means used to achieve it. Individuals always have diverse goals, so individuals are obliged to choose. Requirements to meet that goal are those individuals must have tools that support it. Instrumental rationality action illustrates other goals and tools or methods which are considered being the most efficient and effective. Activities in this action prioritize an action that has benefits after carrying out certain values. In addition to the objectives and benefits, instrumental rationality action also requires a way of actualization in reaching the core of more specific and structured issues.

### *2.3 Value Rationality (Werkrationalitat)*

Actors in rationality action cannot judge the method used is the most appropriate method in achieving goals or more precisely to achieve other goals. The value rationality action explains the actions based on social values prevailing in society. These actions are carried out by taking into account the benefits, but the purpose of the action is not too considered. Whether or not the goal is reached is not the main problem; what is important is the conformity of actions with the basic values that apply in the community.

### *2.4 Affective Action*

Affective action is non-rational action because perspectives are arisen from the turmoil within oneself to carry out actions that start from what is seen so that the action is controlled by inner emotions; consequently, emotional strikes will instantly master the state of the body to interact with people around who seem in need of help. His action includes not reflective and consciously planned because everything can happen in accordance with what is seen or perceived (Faruk, 2007, p.32). Affective action also does



not prioritize rational consideration, it is done due to feelings (affection) that control themselves either on the basis of feelings of anger, sadness, joy, love or other feelings.

### *2.5 Traditional Action*

Traditional action can be referred to as non-rational one because in their actions, they do not require awareness of the actions and explanations of why this tradition must be inherited for generations. Behavior that arises as a form of habit obtained from ancestors without conscious reflection or planning has been reflected in the memory or which is usually called a tradition. This kind of action is usually done with pleasure without asking critical questions about the reasons behind following the habits or traditions of their predecessor. Culture carried out by individuals or groups is limited to follow what has been practiced by previous people or commonly called ancestor.

From the four types of rational action, instrumental rationality is the action that has the highest rationality which consists of conscious choices (reasonable) related to the purpose of the action and the tools used to achieve the goal. Each individual must have a variety of goals he wants and on the consideration of something to determine a choice between the objectives of competing with each other, then individuals consider the tools that might be used to achieve these goals (Doyle, 1994, p.220).

Weber, in his social action theory, is more inclined to pay attention on individuals who are seen as actors and have effect on their social environment. Weber stated that a social action by an individual must be related or based on rationality (Ritzer, 2009, p.136).

According to Turner, the division of the four types by Weber tells us about the nature of the actor itself, because the types indicate the possibility of various internal feelings and conditions, and the embodiment of These actions indicate that actors have the ability to combine these types in complex internal formations manifested in a form of orientation-oriented action (Bryan, 2012, p. 115)

## **3 Leadership reviews**

An organization or institution will not be free from change. This change occurs because of the times and the adjustments made by the leaders in it. In this era of technological and information development, organizations or institutions need to make various innovations to adjust to the times. This situation also affects the leadership in the organization.



Social changes occurring affect the structure of an organization and the leadership approach that exists in the organization. The leadership of an organization is basically the process by which leaders affect the attitude, behavior, and value of followers towards the goals of the organization (Umit, & Neslihan, p.8). In addition, consideration of the human resources and leader behavior quality has a major effect on the effectiveness of an organization or institution (Chic, & Dorjgotov, p. 12). Therefore, it can be concluded that leadership is an effort or process of affecting individuals to achieve their goals.

Leadership is a process of a leader encouraging followers to act for certain goals that represent values and motivations, wants and needs, aspirations and expectations (Burns, 1979, p.19). In other statements, leadership is also defined as the ability to affect, motivate, and direct others to achieve the desired goals (Hellrigel, 1992, p.46).

In an effort to respond to the challenges of social change that exists today, there are several styles of leadership that are suitable if applied in an institution or organization. There are two types of leadership that are deemed suitable to be applied in an organization namely transactional and transformational leadership. Transformational leadership is defined as leadership capable of managing organizational change and enhancing the organization's vision and mission (Kirilmaz, 2010, p.7). In terms of individual, transformational leader is individual who is able to motivate subordinates to do more and is able to increase the confidence of subordinates by increasing their self-capacity (Burns, 1978, p.12). Individuals in transformational leadership lead to positive change. This happens because transformational leadership not only focuses on the final goal, but also focuses on the development or improvement of the individual capacity involving in it. Leaders in transformational leadership are described as people who are open to change and are innovative. In addition, transformational leaders also show dedication, have clear goals, trust in their followers, and are able to empower followers (Eden & Deventer, 2011, p.257). Thus, it can be concluded that transformational leadership is a leadership that is oriented to change and the development of human resources in an organization.

While, in the transactional leadership, a leader and his followers can mutually exercise power and influence, which is carried out in a mutually beneficial measuring process (Pettigrew, 1972, p. 201). For example, if a leader has a great concept and his followers have special expertise in executing the concept of the leader, the condition encourages both parties to negotiate mutually beneficial. Thus, in this transactional leadership style, there are mutually beneficial transaction activities between the leader and his followers.



Transactional leadership style is a leader who leads by using social exchange (transactions) (Robins, Stephen, & Coulter, 2010, p. 159). In the transactional leadership style, it can involve values, where the values are in accordance with the exchange process such as honesty, fairness, responsibility and reciprocity (Yulk, 2010, p.291). Transactional leadership is a style of leadership that emphasizes the reciprocal relationship between leaders and those they lead. It involves a process of social exchange in which the leader tells what followers need to do as part of a transaction to receive gifts or to avoid punishment. Transactional leadership is done when leaders use extrinsic rewards to achieve a goal.

#### **4 Social Action in Leadership**

In every change that occurs in the organization, the role and the function of leadership always appears and is still needed in every place, time, and in any condition. Leadership is part and reflection of a social and cultural system that is in the group, so that the social and cultural system can provide a style of leadership that applies. Then, it can be mentioned that leadership is a social process that exists in a group.

Leadership is an action that makes both individuals and groups to be directed towards certain goals for the common good (Bonum Commune). Absolutely, in this definition, three elements are closely attached namely human element, means element, and purpose element. There must be humans who lead, there are means that are used, and there are goals to be achieved. In addition, leader behavior significantly affects the effectiveness of the organization or group in achieving its goals.

Social action is a process in which a leader participates in making subjective decision about the means and ways to achieve certain goals chosen, which are limited by the cultural system in the form of norms, ideas, and social values (Ritzer, 2007, p.50). A leader has a social action that can affect an organization he leads.

#### **5 Methodology/Writing Method**

The research in this paper was conducted by using qualitative research method, namely by means of field observation technique, direct interview, and data collection. Qualitative research was done in order that observations and studies carried out can be revealed scientifically so that case studies are conducted in depth and in detail. Qualitative research is as a research procedure that produces descriptive data in the form of words written or spoken from people and observed behavior (Robert & Taylor, 1975, p. 5).

Types and sources of primary data used in qualitative research. Primary data is data obtained directly from data sources, in this case data obtained from observations and interviews with informants (librarians) or library heads related to social solidarity and leadership at Yogyakarta Muhammadiyah University Library in Yogyakarta. Besides, what is meant by secondary data is the data in the form of writing supporting data in research. The objective of this secondary data is in the form of related documents about activities or policies in terms of social solidarity and leadership at Yogyakarta Muhammadiyah University Library in Yogyakarta.

The data validity test was done through triangulation technique while the data analysis used in research was through data reduction, data presentation, and conclusion making (Moleong, 2013, p.178). The research took place at Yogyakarta Muhammadiyah University Library located at Brawijaya Street, Geblagan, Tamantirto, Kasihan, Bantul.

## **6 Discussion**

### *6.1 Leadership in the Library of Yogyakarta Muhammadiyah University*

Yogyakarta Muhammadiyah University Library is one of the university libraries that is currently experiencing growth both in library services and in human resources in the library. This shows that the leaders of Yogyakarta Muhammadiyah University Library make better changes in a direction in accordance with existing developments. Then, it can be categorized as transformational leadership. However, in the process of these changes, library leaders also apply transactional leadership in an effort to realize their goals. Therefore, in this discussion, the researcher will review the way leaders lead their leadership and transmit their influence to their followers through transactional leadership style.

The leadership itself shows the nature and style possessed by a leader. Leaders contain the sense of directing, fostering or regulating, guiding, and also showing or affecting (Aceng, Lilik Aslichati, FR Wulandari, Agus Joko Purwanto, 2014 p.1.2). The analysis of the leadership style that exist at Yogyakarta Muhammadiyah University Library is as follows:

#### *6.1.1 Transformational Leadership*

Transformational leadership is a type of leadership that motivates employees for higher goals through socialization and charisma in changing organizations in order to achieve organizational goals together, to



empower followers to achieve, and to elevate each other to a higher level of motivation and morality. The indicators of this leadership are:

#### *6.1.1.1 Idealized influence*

It has a meaning that a transformational leader must be able to inspire and arouse the motivation of followers to put aside personal interests to achieve common goals. In terms of leadership at Yogyakarta Muhammadiyah University Library, leaders are able to inspire their followers. Inspiration here is in terms of struggle in the realm of libraries and inspiration to make achievement (Arda, personal communication. 2019, October 30). The struggle undertaken by the library leadership is to make new ideas which often still get opposition from others and struggle in advancing the library under the auspices of the Muhammadiyah organization. (Lasa. H.S, personal communication. 2019, October 30) In the realm of achievements, leaders provide examples by keeping actively contributing thoughts in the form of writing and new ideas. The leader of Yogyakarta Muhammadiyah University Library Mr. Lasa H. S is an active person in the field of writing and research. There are about 51 books and manuscripts relating to the library and ideology of the Muhammadiyah (fpptma, <http://www.fpptma.or.id/2019/09/biodata-drslasa-hs-msi.html>. Acces 15 January 2020)

#### *6.1.1.2 Inspirational motivation*

A leader is a person who is able to apply high standards but at the same time is able to encourage subordinates to achieve these standards. Yogyakarta Muhammadiyah University Library underwent significant changes for about 7 years under the auspices of the current leader. One thing that stands out is the achievement of librarians both at regional and national level (Lasa. H.S, personal communication. 2019, October 30). This is one of the results of the library leadership mission related to the development of human resources in the library. In an effort to realize the mission, the leader not only instructs subordinates to make achievement and develop themselves, but also provides motivation and supports by transferring his authorship expertise to his followers. Even motivating and family-related attitudes are very noticeable in teamwork when doing common tasks. Just like when the leader modeled and appreciated every moment of the young librarian in terms of information literacy in the library of Yogyakarta Muhammadiyah University to new students (Lasa. H.S, personal communication. 2019, October 30)



### *6.1.1.3 Intellectual stimulation*

A transformational leader is able to encourage his subordinates to solve problems carefully and rationally. The leader applies responsibility to his followers in solving problems (Arda, personal communication. 2019, October 30). This is done to foster an attitude of responsibility in his followers. However, the leader also opens a discussion room if a problem is considered being unable to be solved by his own followers.

### *6.1.1.4 Individualized consideration*

A leader has a character to understand the individual differences of his subordinates. At Yogyakarta Muhammadiyah University library, the leader is able to establish close communication with his followers (Arda, personal communication. 2019, October 30). Leader and followers can communicate outside the library. The leader is also close to all of his followers, so he knows the condition of each of his followers. This makes it easy for leader to give responsibilities to followers because he knows the character of each of their followers. In addition, the closeness of the family is also seen when one of the librarians is experiencing calamity or illness. Librarians are interconnected and strengthened, even abandoned tasks are also assisted to be resolved immediately (Arda, Putri, personal communication. 2019, October 30)

## *6.2 Transactional Leadership*

The discussion of the factors that affect the transactional leadership style that occurs at Yogyakarta Muhammadiyah University library is as follows:

### *6.2.1 Contingent Reward*

In leadership at Yogyakarta Muhammadiyah University Library, library leaders have a vision and mission to be achieved for the library's progress towards a better direction. The library leader states that the progress of a library starts from its human resources in which by increasing the capacity of human resources, it will improve the progress of the library either in terms of services, achievements, and library branding.

One of the actions taken by library leaders to realize this is by encouraging and motivating all human resources in the library to represent and to increase their capacity. In the process of realizing this, library leaders motivate their followers to actively write scientific papers and follow the call for paper at regional, national and international levels (Lasa. H.S, personal communication. 2019, October 30). In



addition to improving writing skills, librarians are also required to be proficient in literacy services. The capacity in this literacy service is used to assist the academic community of Muhammadiyah University in information retrieval.

Efforts made by the leaders of Yogyakarta Muhammadiyah University Library to motivate followers to make achievement and to increase capacity are by giving rewards or awards. This reward is given to librarians who have achievement and are able to increase their capacity. Giving rewards is done when librarians get achievements in call for paper, librarians become the best librarians at regional and national levels, and librarians who carry out literacy activities to the academic community. Rewards given by library leaders in the form of coaching materials/money, even rewards are obtained not only from the library, but also from the university. This happens because the achievements of the librarians took part in raising the university's branding (Lasa. H.S, personal communication. 2019, October 30).

The awarding is able to provide motivation for librarians to make achievement. Almost all librarians of Yogyakarta Muhammadiyah University actively participate in the call for paper (Lasa. H.S, personal communication. 2019, October 30). In interactions between library leaders and followers, there is a mutual interaction in which library leaders have a vision and mission to develop libraries and librarians have the ability to make achievement in supporting library development. Librarians also receive equal awards and appreciation for the achievements they gain.

### *6.2.2 Active Management by Exception*

In a library, supervision and control are needed so that the vision and mission of the library keeps running and being realized. The library leader of Yogyakarta Muhammadiyah University leads around 20 library units. All library units in Yogyakarta Muhammadiyah University are under the direct supervision of the central library head. Hence, the human resources that exist in all library units are also the responsibility of the library head. Each unit library must report the situation and progress to the central library head (Lasa. H.S, personal communication. 2019, October 30).

In realizing the vision and mission of the library, the library leader actively controls all librarians from recruitment to performance. In the process of recruiting all librarians, leader has strict standards ranging from ideology, religion, and competence(Lasa. H.S, personal communication. 2019, October 30). This is done to make a homogeneous environment within the library, so that it can more easily realize the vision and mission of the library.



The implementation of active management by exception in the leadership of Yogyakarta Muhammadiyah University Library can be seen from the control of library leaders on librarians both from recruitment and performance.

### *6.2.3 Passive management by Exception*

In every process of leading a library, not all leader's direction can be done by followers. In Muhammadiyah University library leadership, not all librarians can follow the leader's instructions. This can be seen from the lack of willingness of some librarians to participate in the call for paper activities. The attitude taken by the leader in this regard is by doing a passive stance. Leaders are aware of the limitations of each librarian's ability in this paper. Uneven ability and level of education are also self-consideration by the leader to take this (Lasa. H.S, personal communication. 2019, October 30). The attitude taken by library leaders in dealing with this is by neglect.

### *6.2.4 Laissez-Faire*

The characteristics of laissez faire which gives freedom to followers in carrying out their duties are also reflected in the library leadership of Yogyakarta Muhammadiyah University. Library leaders give freedom to all librarians to explore their writing abilities. This is done so that librarians can freely hone their writing abilities without intervention and intimidation from the leadership. In this process, the leadership only directs, provides the example, and motivates the librarians. As is the case when the information literacy activities to new students, the leader gives the librarian to provide the materials and examples related to information literacy in the library of Yogyakarta Muhammadiyah University (Lasa. H.S, personal communication. 2019, October 30).

## **7 Social Action in the Leadership of Yogyakarta Muhammadiyah University Library**

Leadership is a social process that exists in society (Koentjaraningrat, 1967, p.181). As a social process, leadership includes all actions performed by individuals or bodies that cause movement in certain groups. In the leadership that occurs in the Muhammadiyah University Library of Yogyakarta, it can be seen that social actions are taken by library leaders in an effort to realize the library's vision and mission.

A review of social actions that have taken place in the library of Yogyakarta Muhammadiyah University based on the four groups of Weber's action theory (Bryan, 2012, p.115) are reported



### *7.1 Instrumental Rationality (Zwerkrationality)*

Instrumental rationality action includes consideration and conscious choice. It is about a leader in choosing actions and tools used to achieve his goals. This action focuses on the goals and ways that leaders think are the most efficient and effective in realizing a goal. The activities that exist in this rational instrumental action prioritize actions that have benefits and the need for an actualization process to achieve more specific and structured things.

#### *7.1.1 Writing Program for Librarians*

One of the forms of instrumental rationality action in the library of Yogyakarta Muhammadiyah University is an increase in the capacity of librarians with writing skills. Library leaders have a mission or goal to make Yogyakarta Muhammadiyah University library have excellence in the field of human resources. In an effort to realize these objectives, the library leaders choose to act rationally, namely to try to increase the capacity of librarians with writing skills (Lasa. H.S, personal communication. 2019, October 30). This action is taken to realize the objective of Yogyakarta Muhammadiyah University Library having excellence and competitiveness with other libraries. Actions in efforts to increase the capacity of librarians with writing skills are also clearly measured, where leaders focus on increasing human resources within a certain period and have a coverage target of the followers' participation in the call of paper activities.

In the process of increasing human resource capacity, leaders give rewards to motivate followers to make achievement and to increase their capacity, giving rewards or awards is done (Lasa. H.S, personal communication. 2019, October 30). This reward is given to librarians who have achievements and are able to increase their capacity. Giving rewards is done when librarians get achievements in call for papers, librarians become the best librarians in regional and national level, and librarians who carry out literacy activities to the academic community. Awarding as the effort to provide motivation for his followers is the category of action done intentionally to achieve goals in the library. Moreover, this award is also used by leaders as a tool to encourage followers to achieve goals.

Leaders who have power are used as a tool to achieve these goals. This power is used to have power in the formulation of programs in the library, and one of them is the writing program. Besides through power, the leader of Yogyakarta Muhammadiyah University Library also uses his writing skills and



experience as a tool to realize the increase in the librarians' capacity with writing skills. Leaders voluntarily share their abilities and experiences with their followers to take advantage of them.

### *7.2 Librarian's Recruitment*

Other rational instrumental actions in the library are in the process of recruiting new human resources. Leaders have their own standards and criteria in determining human resources that are considered suitable for working in the library. Specific criteria that must be present in the followers of the library are the common ideology of the Muhammadiyah. Library leaders determine these criteria to achieve library goal as a library with superior information service regarding Muhammadiyah (Lasa. H.S, personal communication. 2019, October 30).. In addition, it is also because Yogyakarta Muhammadiyah University library is a private university library under the auspices of the Muhammadiyah organization.

### *7.3 Value Rationality (Werkrationalitat)*

Value rationality action has the property that existing tools are only conscious considerations and calculations, while the objectives have been exist in relation to individual values that are already absolute. Whether or not the goal is reached is not the main problem; what is important is the conformity of the action with the basic values prevailing in the community. Value rationality action emphasizes the value of religious activities as human efforts in conducting worship obeying the commands in religious beliefs.

#### *7.3.1 Congregational Worship Program*

In leadership at Yogyakarta Muhammadiyah University Library, one of the manifestations of the rationality action is the presence of appeal or command from the leadership to carry out tadarus (Quran recital) activity together, kultum (seven-minute Islamic sermon), and congregational prayers. Through these activities, the leader encourages followers to instill religious values in every individual activity in the library (Lasa. H.S, personal communication. 2019, October 30).. The leader's policy in enforcing the policy is also based on social values that apply to its parent institution, where the library is under the auspices of religious organizations. Hence, activities related to religion contain values and norms that are in accordance with the provisions prevailing in the environment.

#### *7.3.2 Responsibility and Respect*

Another form of value rationality in Yogyakarta University Muhammadiyah Library is the attitude of responsibility and mutual respect. The attitude of responsibility and mutual respect is awareness that is



born naturally in humans. Responsibility is a form of awareness of the obligation on human beings to achieve harmonization in a group. Humans feel responsible because they realize the good and the bad consequences of their own actions, and also realize that the other party needs sacrifice. The form of responsibility in Yogyakarta Muhammadiyah University library is that the leader is responsible for the programs that have been launched and his followers are also responsible for the tasks (Arda, personal communication. 2019, October 30). For example, the achievement of the librarian development program with the following of the librarians in the call of paper activities. In addition, the leader is responsible for what he leads, namely by the achievement of the library that receives A accreditation.

The form of value rationality action is the value of mutual respect between leaders and followers. This attitude can be seen from leaders who also provide opportunities for followers to express their opinions and complaints. Leaders are willing to pay attention and open deliberations and discussions in efforts to solve problems and provide positive support to followers. This is done by the leadership to minimize conflict and make a good work environment, so that it can provide comfort to his followers.

## **8 Affective Action**

Affective action does not give priority to rational consideration. Affective action is done as a result of feelings (affection) that control themselves either on the basis of feelings of anger, sadness, joy, love or other feelings. This action occurs based on the feeling of what we see in a situation or condition that occurs in other people.

### *8.1 Obedience*

In the process of social interaction in Yogyakarta Muhammadiyah University library between the leader and his followers, the actions of both parties are also based on affective action. Affectual action that arises in interactions between leaders and followers in the library are obedient behavior in which the librarians obey the recommendations and orders of the leaders (Arda, personal communication. 2019, October 30).. This can be seen from the implementation of programs that have been planned by leaders both in efforts to improve library services and increase human resources in the library.

### *8.2 Neglect*

In addition to obedience that appears as a form of affective action, there is also the attitude of neglect done by the library leader (Arda, personal communication. 2019, October 30). . This can be seen from the attitude of neglect by leaders to followers who are unable and after training is given, there remains no change. This attitude is not based on rational consideration from the start to achieve the goal. However,



this attitude of neglect arises because of seeing the circumstances and attitudes of followers in the environment of the leader.

## **9 Traditional Action**

Traditional action can be called as non-rational because its action does not need awareness of the action and an explanation why this tradition must be done for generation. Behavior that arises as a form of habit obtained from ancestors without conscious reflection or planning has been reflected in the memory or which is usually called a tradition.

In the leadership process at Yogyakarta Muhammadiyah University Library, traditional action is not seen in which the actions taken in the library were born from the process of rationality and values of leaders and followers.

## **10 Conclusion**

Interaction in transactional and transformational leadership in the domain of Yogyakarta Muhammadiyah University Library is characterized by the presence of social actions which are the background of the objective realization in the library. The forms of social action in leadership at Yogyakarta Muhammadiyah University Library can be seen from four things. First, the form of instrumental rationality action performed by library leaders is the development of human resources in the form of writing activities, rewards or gifts giving to followers who make achievement, and recruiting librarians process. Second, the value rationality action that occurs in the value of transactional leadership in library is the policy of leaders to carry out tadarus (Quran recital) activity together, kultum(seven-minute Islamic sermon), and congregational prayers. Third, affectival action that arises from leaders and followers, namely starting from the neglect of followers who cannot follow the rhythm of change in the library and the attitude of responsibility and mutual respect both from the leaders and followers. Fourth, traditional action in the leadership process at Yogyakarta Muhammadiyah University Library is not seen in which the actions taken in the library were born from the process of rationality and values of leaders and followers.

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