



Implementation Level of Leadership Style at The Head of Library Ist Akprind Yogyakarta

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Abstract

Leaders should essentially have four main things in the lead, namely intelligence, social maturity and broad knowledge, motivation and achievement, and attitude of human work relationship. Although there are various things that can form a person's leader style, both in terms of educational background, personality, knowledge and experience. This study aims to measure the percentage rate of potential and the leadership style of head of library IST AKPRIND. The research method used is quantitative descriptive using a saturated sample. Data is obtained through questionnaires and interviews. The results showed that the percentage rate of potential leadership style at the head of library IST AKPRIND of Yogyakarta is 33% administrative style, autocratic style 8%, Laissez-Faire style 21%, democratic style 28% and situational style 10%. Dominant style of leadership at the head of library IST AKPRIND Yogyakarta in making decisions is Facilitative Style, but occasionally also uses Consultative Style and Delegative Style.

Keywords: Leadership Style, Library Head, Librarian, Yogyakarta

1. Introduction

The library is a non-profit institution in charge of processing, storing, packing and disseminating information in a relevant, accurate and fast manner to the settlers (Igiriza, 2017: 114). In order for the library task to run properly, it takes cooperation of each division of the organizational structure. The condition is achievable, if it has a competent leader in coordinating all staff or subordinates under its leadership scope. An organization such as a library requires leaders to be able to achieve goals and development, both in terms of infrastructure, library materials, and librarians in the library. Librarians are one of the productivity tools in order to carry out the objectives that the library wants to achieve (Tumbol, Tewal, & Sepang, 2014: 39).

In general, many people tend to idealize leaders with titles that are wishful thinking, such as mighty, authoritative, eye-like eagles and magnetically. In fact, the most major in the figure of the leader is discreet and has a sense of humanity, unselfish as well as overambitious (insane Power) and able to assume responsibility (Kartini, 2010: 194). According to the Davis theory, there are four traits that a leader should have, namely the intelligence, social maturity and breadth of knowledge (social maturity



and extensive knowledge), the inner motivation and achievement desires (has motivation and achievement), and human relations attitudes (the attitude of human relations). When the four traits are owned by a library leader, it can provide motivation to the librarian and able to produce more optimal work performance (Sulistiyani, 2008: 96).

In addition to the nature of a leader, the leadership style in the organization also has a very important role in achieving the objectives that the organization has Dicitacitakan (Tumbol dkk., 2014: 39). There are various types or styles of leadership that are often used by the leadership of the staff or their subordinates and the styles used can have a significant impact on performance and subordinate loyalty to the leadership. In fact, not infrequently from a leader can apply more than one style of leadership. However, there remains a tendency or dominant force in use. In this research conducted in the library IST AKPRIND Yogyakarta, researchers highlight more at the level of potential leadership styles used by the head of the library in the implementation of the style, against its subordinates.

2. Theoretical Framework

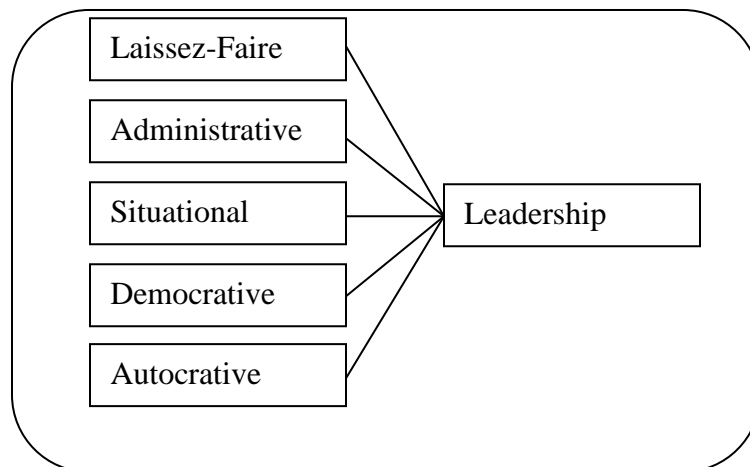
a. Leadership

The definition about leadership is very varied, because it is based on various opinions and perspectives of figures in understanding the meaning of leadership. But in general, leadership can be interpreted as an ability that a person has to influence and motivate a group toward achieving better shared objectives (Igiriza, 2017: 116). In addition, it is stated that the leadership of the ability to influence a group in achieving its objectives or vision has been established (Ony & Rinamurti: 2018). Basically, the right style of leadership is the one that fits the situation. As for the factors affecting a person's leadership style (Cherry, 2006) are:

1. The personal background of the dreamer, whether in the form of knowledge, education, personality, ethics and experience.
2. Subordinates led: Employees are individuals who have different backgrounds, so the style of leadership used will also adjust the style to which they will be properly responded to.
3. Where a leader is located. An organization has a vision, mission, traditions, philosophy and concerns that can affect a person's leadership style.

b. Leadership Style

Leadership styles consist of various types or types based on many experts. However, there are five styles in the framework of the theory of leadership styles of various literature (Khan, 2015: 91), namely:



Source: Khan (2015)

1) Laissez-Faire Style

It is the leadership that gave all responsibility to his subordinates. The leader tends to act as a symbol and usually, the leader has no technical skills (School of Communication and Business, 2017). In addition, leaders with these styles were also unable to perform coordination of work and were unable to make the work atmosphere more cooperative (Kartini, 2010: 84). The impact of Laissez-Faire's leadership style was that his subordinates would show no care or indifference, so that the group he led became uncontrolled and not guided anyway (Kartini, 2010: 76).

2) Administrative Style

It is a type of leader capable of implementing a series of administrative tasks effectively and efficiently. However, the style of leadership was considered less innovative and very rigid on the rules. In terms of attitude, the style is very conservative and feels afraid to take risks or tend to seek safe (School of Communication and Business, 2017).

3) Situational Style

Basically, the leadership with situational style in any decision-making is not made based on previous planning or it can be stated that decision-making is based on changes in the situation (Khan, 2015: 90).

4) Democratic Style

In essence, Democratic leadership is oriented towards man and always provides efficient guidance to his subordinates. The power and excess of Democratic leadership does not lie in the personal or individual of the leader itself, but rather to the active participation of any subordinate

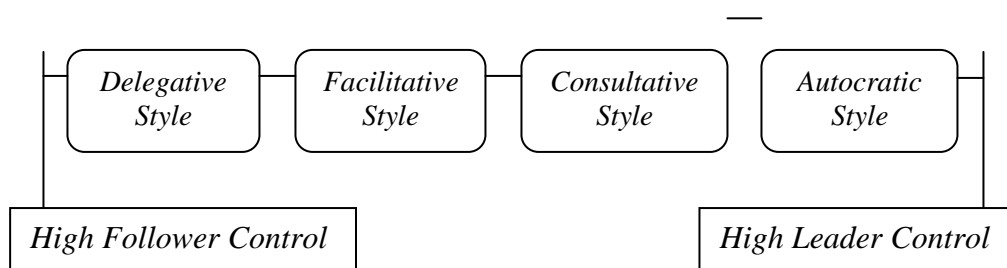
or Staf-stafnya. Democratic leadership is also referred to as the group developer (Kartini, 2010: 86).

5) Autocratic Style

The Autocratic leadership is based on orders, coercion, conducting strict supervision so that all the work runs efficiently and its orientation to the organizational structure and tasks (Kartini, 2010: 72). His attitude and principle is very conservative and only good to be obedient, loyal and loyal to him.

c. Style of Decision Making

The most urgent thing a leader does is making a decision. In decision making, an important element of the style used is whether the leader involves its employees. The style starts from a series of high follower controls to high leader control. It can be seen from the image below (Wibowo, 2016: 25).



a. *Delegative Style*

It is a type of leader who tends to surrender the authority of the leader to his subordinates or style that encourages employees to take the initiative. This style can only be done when employees have a high level of competence in achieving organizational goals and objectives.

b. *Facilitative Style*

It is the leader who acts as a facilitator from decision making, as the leader tells the problem to the employees and generates a common agreement in making decisions. In this case, the opinion of the leader with a weight that is not higher than the employees.

c. *Consultative Style*

It is the type of leader who tells the problem to the employee and asks for their opinions and suggestions, but the final decision remains the leader who decides.

d. *Autocratic Style*

It is the type of leader who takes decisions without soliciting advice or opinion of employees in their work units. Employees are only as the information provider required by the leader, but are not involved in evaluating potential solutions.

4. Objectives

The study aims to map

- i. Trendy level of potential leadership style
- ii. The dominant leadership style of the head of library
- iii. Decision making pattern by The head of library

5. Research Methods

This study used quantitative descriptive methods. Data obtained from the dissemination of questionnaires and interviews. The samples in this study used a saturated sample, consisting of a librarian on four service sections, the reference section, the Circulation section, the Information section and the Periodical section. While the data analysis method used is a descriptive statistical method, namely statistics that serve to describe or give an overview of the objects examined through the sample data or population as is, without Conducting analysis and making conclusions that apply to the public or generalization (Sugiono, 2008: 208). The data analysis method uses descriptive statistics and interpreted using the following formula (Sugiono, 2008: 208).

$$P = \frac{f}{n} \times 100\%$$

Where:

P : Percentage

f : Number of answers gained

n : Number of respondents/samples

This research is conducted in the library IST AKPRIND Yogyakarta which is located at Kalisahak Street, No. 28, Gondokusuman Sub-district, racing complex, Yogyakarta City, Special region of Yogyakarta, 55222.

6. Results and discussion

As for the respondent consisting of librarian in AKPRIND IST library Yogyakarta, described the details in the table below.

Table 1
Respondents

Section	Numbers of library staff
Reference Section	1
Circulation Section	2
Periodic Collection Section	1
Information Section	1

Total	5
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5.1 Leadership Style of the Head of Library IST AKPRIND of Yogyakarta

Based on data obtained from the librarian in the reference section, the Information section, the Periodical collection section and the Circulation section that the head of the library IST AKPRIND of Yogyakarta tends to have an administrative leadership style, which is the type of leader who performs the series of administrative tasks effectively and efficiently. The task sequences are performed based on the provisions that have been administratively set. It is stated by the entire librarian of the AKPRIND IST library Yogyakarta.

Although it is stated that the leadership style of the head library IST AKPRIND Yogyakarta is an administrative style, but for the intensity of its implementation, the entire librarian has a different opinion. It can be seen based on the following diagram.

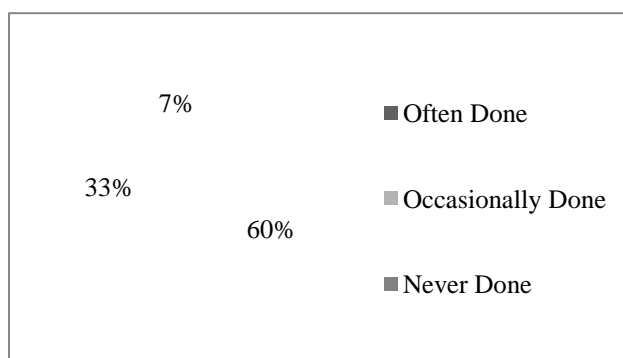


Fig. 1

Intensity level of administrative leadership style displayed

Based on the data obtained it shows that the head of the library displays a more frequent leadership style, reaching 60%. While the occasional style of leadership shows 33% and does not display the style of leadership, that is only 7%. From the data above it can be understood that, there are other leadership styles that are shown during the role of the head of the library and it is felt directly by each librarian in the library. It can be understood based on the diagram below.

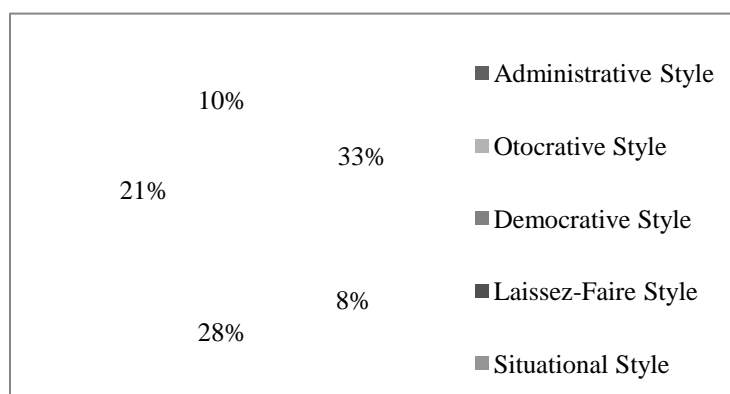


Fig. 2

Percentage of other leadership styles shown

The other leadership styles are also displayed in daily life during the role of the head of the library, namely autocratic style, Laissez-Faire style, situational style and democratic style. Similarly, in the administrative style, the other four styles also have different levels of implementation intensity as well. It can be seen from Fig. 3 below.

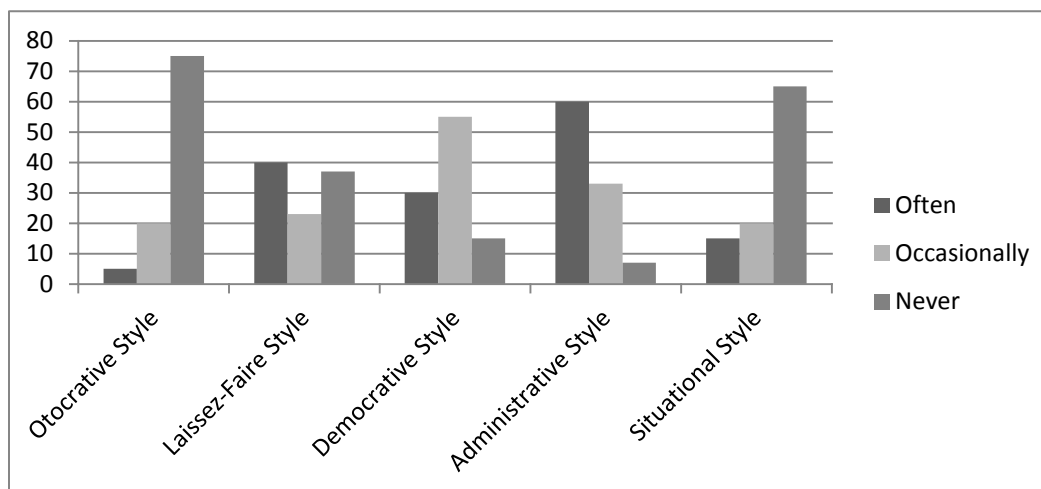


Fig. 3

Other leadership style intensity levels shown

From the bar chart above, it shows that in Autocratic style, the head of the library is more likely to not show the style to the librarian in the library. It can be seen from the percentage never display and do so, which is 75%. While performing or displaying autocratic style, which is 20% and for the frequent rate is only 5%. Thus, autocratic style is only demonstrated by the head of the library, when there is a job deadline or assignment given to each librarian in each division or part thereof. As for daily or no deadline or urgent, the Autocratic leadership style will not be displayed at all.

At the Laissez-Faire leadership style, the head of the library includes using it frequently, which is up to 40%. While doing so, reaching 23% and 37% for the level never performs or displays the style of such leadership. Laissez-Faire style, is basically performed or displayed by the head of the library IST, if there is a thing or job that requires it to leave the libraries. This is done when the head of the library is requested as a seminar in certain events, or activities outside the library activities. Therefore, when the condition occurred, the head of the library will submit and entrust responsibility of the coordination of technical activities in the Library to the librarian on each part of the division.

In the Democratic's leadership style, shows that for the frequent percentage rate the style is shown to reach 30%. As for the percentage rate of democratic style is occasionally displayed, which is 55% and never done at a certain time, which is 15%. In essence, democracy is the style most commonly used in other institutions, especially libraries. This style of leadership, tends to always provide efficient guidance



to its subordinates and the active participation of each subordinate or Staf-stafnya. As for the head of library IST AKPRIND in Yogyakarta, it can be expressed often to display the style of such leadership. It is supported by an educational background that is in accordance with its working field, namely S2 Library and information science, so that he can provide guidance to the library, both in terms of technical and management department.

In situational style indicates that the percentage rate often the style used is 15%, but for the occasional percentage rate used is 20%. While the rate is never done at a certain time is 65%. Basically, head of library IST AKPRIND Yogyakarta in acting to the librarian also use situational style, if it is needed and according to the existing conditions.

Based on the exposure of the above data, it shows that the head of the AKPRIND IST Library of Yogyakarta has a tendency to leadership style which is also justified by the librarian in the library, which is administrative leadership style . But on the other hand, under certain conditions then the library head will also display a different model of leadership style. This is necessary, to improve the performance of the librarian under any circumstance, so that it can still provide excellent service to the musicians in the library.

The balanced leadership style of its use in the style of administrative leadership is the Democratic leadership style and Laissez-Faire leadership style. This can be seen from the percentage level of use of its leadership style, which is 40% for the Laissez-Faire style and 30% for the democratic style, plus the occasional percentage of Democratic's style is displayed at 55%. It does not significantly affect the effect, but in effect, the librarian can feel the difference. Although, these styles occur at different times. Similarly, the Autocratic style also has its own impact in the style of the library's head. It can be felt through relaxing or the atmosphere of the working environment to the level of and of the librarian.

5.2 Style at the Head of Library AKPRIND IST Yogyakarta in Decision Making

In the implementation of the task and acting as the head of the library, there are various interactions that occur, namely between the library head and the librarian as the structural subordinates. In that interaction will arise various styles in its leadership. But on the other hand, the urgent thing to do by a library head is the decision making in every problem. In this study, in addition to knowing the leadership style of library Head of IST AKPRIND of Yogyakarta, also to analyze their styles in decision making.

Based on the research conducted on the librarian IST AKPRIND Yogyakarta showed that at the time of routine meetings and various problems occurring in each part of the service submitted by the librarian, library head tends to discuss these issues with the rest of the librarian and create a joint solution to find the problem solving. This is stated by all the librarians of IST AKPRIND Yogyakarta. Thus, the percentage on decision-making style when a routine meeting is performed, which is 100% using Facilitative Style or a leader discussing problems with the librarian and creating a solution together. Even in this case, a librarian's opinion weighs higher than the head of the library or it is understandable that the head of the library gives a greater chance to the librarian to argue and advise in resolving the problem faced.

In the technical issues in the library, both in terms of the implementation of service activities, the operation of technology in the library and various other technical activities, head of library IST AKPRIND Yogyakarta is more inclined to use Facilitative Style, But it also uses Consultative Style.



Analysed in terms of the percentage of usage is 80% or almost always use Facilitative Style style from Consultative Style which reaches 20% only or only occasionally done. So it can be stated that the head Library of AKPRIND IST Yogyakarta is more likely to discuss the technical problems with the librarian in the affected service section and create a solution together. Occasionally, however, the head of the library discusses issues with the librarian, although the final decision in resolving the problem remains with the leadership that dictates it.

Similarly, in the problems relating to the regulation that occurred in the library IST AKPRIND Yogyakarta, head of the library is more likely to discuss the problem with the librarian and make a decision together. In addition, when the library makes planning the concept of activities, such as seminars, workshops and user education, the method of decision making in case of urgent problems, continue to use Facilitative Style, which is taking Joint decision as a solution. However, for these two problems, the head of library IST AKPRIND of Yogyakarta also occasionally discusses the existing problems, but for the final decision to remain with the leadership that define it. Such a unilateral decision is done, if something happens that requires a unilateral decision from the head of the library, as it relates to the regulation that is the responsibility of the library head.

In addition, there is a problem that will always occur in the library and need more attention, both from the head of the library and its libraries, which is related to the musicians. Library of Institute of Science and Technology of AKPRIND Yogyakarta is a college library with user community or served is academic Civitas Institute of Science and Technology of AKPRIND Yogyakarta which currently has 3 (three) Faculty with 9 (nine) majors and consists of 13 (thirteen) courses.

Therefore, there will be various problems that must be resolved by the library, because various faculties and majors will cause various problems that are owned by the student. So in this case, if there are problems related to the musicians, the head of the library discusses the problem with the librarian and make the solution together. However, the head of the library will also hand over the authority of decision making to the librarian, when it is necessary and the head of the library feels that the librarian is able to solve the problem. The style is known as Delegative Style.

7. Conclusion

The conclusion of the previous discussion can be summarised in following points

- i. The style of leadership displayed by a leader can be more than one style. This can occur based on conditions and situations, requiring other leadership styles to be led or subordinate to respond to the leadership order. However, leaders still have a style of leadership that tends to be done.
- ii. Head of library IST AKPRIND of Yogyakarta has a tendency to the administrative leadership style, but has other styles, namely Autocrative style, Laissez-Faire style, and democratic style also
- iii. The percentage of the potential level of leadership force with the head of library IST AKPRIND of Yogyakarta is 33% administrative style, autocrative style 8%, Laissez-Faire style 21%, democratic style 28% and situational style 10%.



- iv. Dominant style of leadership with the head of library IST AKPRIND Yogyakarta in making a decision is Facilitative Style, but occasionally also uses Consultative Style and Delegative Style.

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