Leadership with self-attribution bias in Laissez Faire style- a case study of Grahatama library Yogyakarta, Indonesia

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Abstract

The head of the institution is someone who is considered capable of leading and directing his subordinates. A leader uses a certain leadership style when directing his subordinates. Laissez Faire style is the leadership style applied by the head of the Yogyakarta Grahatama Library. The ability as a good leader can be measured in three factors—ability, capability, and personality. However, the phenomenon of office mutation among civil servants raises another phenomenon—leadership with self-attribution bias in the attribution of institutional leaders in evaluating the characteristics of leaders. Leadership with self-attribution bias in a leader happens by two factors—self-enhancement that is influenced by motivation and self-protection that is influenced by cognitive abilities. Leadership with self-attribution bias that arises in the laissez faire leadership style arises when a head of an institution negates or distorts the meaning of the characteristics or attributes of a leader's attribution. . In this study, the researcher aims to find out the relationship between leadership style applied by the head of Yogyakarta Grahatama Public Library and the possibility of attribution bias in the process of his leadership. Concludes that with a centralized role that is owned as the main wheel driving an organization, a leader should have professionalism in the field he leads.

1. Introduction

Similar to other institutions, a library is an organization that needs a leader. An organization is a coordinated division with at least three members tasked to carry out the vision and mission that has been formulated (UURI No.17, 2013).There are various divisions that have their respective duties and functions in order to carry out common goals within the organization. However, an organization needs a leader who can monitor and maintain each division to carry out its stated goals (Irsyad, 2009 p.2).

An organization will only be an association of people and machines that are not organized without a leader (Umar, 1999, p.26). It is because leadership is a process of directing and giving influence to the activities of a group of members who are interconnected with tasks. Likewise, the presence of a leader is needed to shape and maintain the performance of each division in the library so that it continues to run well. A leader is a person who applies principles and techniques that ensure motivation, discipline and productivity when working with people, tasks and situations in order to achieve goals.

Leadership style is also one of the approaches made by a leader in realizing the vision and mission and success of an institution. The authority of a leader in showing authority when managing an institution to give up all work programs to the subordinates is a form of leadership style. However, the phenomenon of office mutations to civil servants in Indonesia is thought to be one of the factors that arises the phenomenon of attribution bias.

Yogyakarta Grahatama Regional Library Service Center is one of the best public libraries in Yogyakarta. Grahatama has a number of programs that have been used as a pilot for several years, such as the SIF program, the blind-friendly public library,Jolifa shoesservices and so on. Thosecompiled programs can become pilot programs because of the hard work of all staff members monitored and directed by the head of the Grahatama Regional Library Service Center. However, there are a lot of rolling for the position as the head of the Grahatama Regional Library Service Center based on the government's decision to exchange positions regularly. It makes the currently-serving head of Grahatama Regional Library Service Office not always have deep understanding of the library—both on technical performance and managerial procedures. Thus, the leader's lack of technical knowledge in directing all levels of subordinates in the organization can trigger attribution bias. Attribution bias itself is the emergence of bias or distortion in the position held by a leader of an institution that makes him unable to carry out the role of the leader maximally.

In this study, the researcheraims to find out the relationship between leadership style applied by the head of Yogyakarta Grahatama Public Library and the possibility of attribution bias in the process of his leadership.

2.Theoretical Framework

2.1Leadership

Leadership is a matter of relationship and influence between the leaders and the individuals who are led. Leadership emerges and develops as a result of automatic interaction between leaders and individuals

who are led (there are interpersonal relationships). Leadership can function on the basis of the leader's power to invite, influence, and move others to do something to achieve a certain goal (Kartono, 2016, p.6).

Leadership that can run smoothly and successfully in initiating groups needs to be supported by the ability of good leaders. This capability is the main capital that needs to be nurtured and developed over time. The ability referred to as the main capital comes from the intrinsic factor of a leader himself. As stated by Ambar and Sulistiyani (2008, p.21-25), the main capital includes:

- Ability - Ability is the background possessed by the leader regarding the level of ability including knowledge, expertise and skills both formally, informally and sourced from personal experience that is useful for his leadership. Knowledge is the accumulation of what is absorbed—through reading, observing, and experiencing.
- Capability - Capability is a psychological mental state of a leader that reflects the stability and full capacity to bear all the consequences of the position in leadership.
- Personality- Personality is a radiant character from a leader that includes the nature and character inherent in him. Personality is formed from genetic traits and the educational environment.

In addition, the skills that must be possessed by a leader for his leadership to be effective include:

- Conceptual skill- Conceptual skills are skills in developing ideas and frameworks so that they can make organizational decisions well. Leaders must have broad insights, both concerning internal and external organizational problems.
- Public relation skill- Public relations skill is the ability to establish relationships with others. These skills are closely related to the issue of how leaders develop relationships with subordinates, fellow leaders of the same level or leaders in higher positions.
- Technical skill- Technical skill is about methods, processes, and work experience. Technical skills also include factual knowledge about the organization (regulations, structure, management systems, and subordinates' characteristics) and knowledge of the organization's products and services (technical specifications, strengths and limitations). It is the type of knowledge gained from a combination of formal education, training, and work experience.

2.2. Leadership Style

Leadership style is a pattern of behavior that appears when a leader tries to influence the activities of others in accordance with what is perceived by that person (Wirawan, 2013, p.352). There are three forms of leadership style, namely (Ambar and Sulistiyani, 2008, p.83):

a. Authoritarian Leadership (authoritarian)
b. Democratic Leadership (democratic)
c. Laissez Faire style (liberal)

In general, personal attributes or characteristics that must be possessed in a leader are (Ardiansyah, 2015, p.37):

a. Qualified: having better capacity and capability compared to the people they lead;
b. Champion: having better academic and non-academic achievements compared to the people they lead;
c. Responsible: having better ability and willingness to be responsible compared to the people they lead;
d. Active: havingbetter ability and willingness to participate socially and carry out active socialization compared to the people they lead;
e. Although it is not a must, they should have a higher socioeconomic status than the people they lead.

2.3 Laissez Faire Style

The liberal leadership style, commonly called the Laissez Faire style, is a leadership style that tends to be more passive (Anogara, 1990, p.8). This leadership style fully surrenders the wisdom of operating human resource management to subordinates by only sticking to the basic provisions determined by their superiors. The leader only gives spontaneous comments that are not frequency over the activities of members and he makes no effort at all to judge or manage events (Rivai, 2014, p.136-137). This leadership style is the opposite of the authoritarian style and the leader is only a symbol (Rivai and Mulyadi, 2011, p.36).In this style of leadership model, the leader only functions as an advisor or facilitator. In this case, the leader knows the integrity and professionalism of each of his subordinates. The leader provides a variety of materials such as providing information when demand arises (Rivai, 2014, p.136-137).

2.4. Attribution

Attribution is a view or assessment of someone against another person or the person himself in order to understand the behavior of others or himself (Dayakisni, 2006, p.52). As a study of Psychology, attribution consists of three dimensions, namely (Nurhayati, 2005, p.3-4):

a. The location of the cause, the most common main problem in the perception of cause and effect is whether certain events or actions are caused by internal circumstances (internal attribution) or external forces (external attribution);

b. Stability, the second dimension of cause and effect is related to the question whether the cause of a particular event or behavior is stable or unstable. In other words, stability implies how permanent or fluctuating a cause is;

c. Control, this dimension relates to the statement whether a cause can be controlled or cannot be controlled by an individual.

2.5. Leadership with Self-Attribution Bias

Self-Attribution is a form of self-assessment. Position as a leader in the work environment is a character of someone who shows intelligence, friendliness, desire for success, and strong verbal abilities (Lumen, 2017). It is what distinguishes someone having a position with ordinary employees. It can be said that someone who has high targets in performance and good socialization relationships is a good leader. It is because the leader holds a very big responsibility in achieving targeted results by applying the experience he has had in the process of gaining a position as a head of an institution.

In the self-attribution process, a leader can be trapped in bias or distortion. Bias a form of distortion of perception in self-assessment. The type of position obtained by achieving achievement will produce maximum performance when bearing attribution as a leader.However, regression to self-attribution in a leader is called self-attribution bias. In this case, the leader makes self-attribution in his position as a leader, not as a director of the performance of his subordinates. In this case, the bias in question is the use of position as a tool to show status in a work environment, but he does not have the ability to do performance corrections performed by his subordinates appropriately based on his ability as the head he should have.

Self-attribution bias has been widely studied as a mental process in personality psychology (Czaja and Roder, 2017, p.6). Self-attribution bias can be categorized into two components, namely (Shepperd, Malone and Sweeny, 2008, p.1):

- Self-enhancement bias which refers to attribution of success;
- Self-protection bias which is an evasion of responsibility for failure.

The study of psychology has several explanations regarding the phenomenon of bias which are classified in two causes:

a. Motivation - Motivation is associated with self-enhancement of each person as self-presentation. Based on this, a person does not consider an achievement is important to describe himself positively to others (Schlenker, 1980, p.7). In other words, the bias in self-attribution is a defense mechanism in an effort to protect self-esteem (Heider, 1958).

b. Cognitive- Schlenker explained cognitive as a self-attribution bias as a result of cognitive evaluation in achievement (Czaja and Roder, 2017, p.7). People have the tendency to show an illusion of objectivity that results in self-attribution bias when they have the goal to explain with the least effort.

Because they have positive expectations, an individual will not question positive results but still use them as attribution to the abilities they actually have(Czaja and Roder, 2017, p.7). It can be said that the self-attribution that a person makes may be incompatible with their true abilities to make him biased. Thus, the involvement of one's ego (one's perception of the importance of a task) affects the severity of the level of bias he does, (Czaja and Roder, 2017, p.7).

2.6. Self-Attribution Bias in Laissez Faire Style

Self-attribution bias explained by Shepperd, Malone and Sweeny has two components: self-enhancement bias and self-protection bias with two constituent factors (motivation and cognitive)(Shepperd, Malone and Sweeny, 2008, p.1). Looking deeper at the phenomenon of leadership style as a form of achieving goals with maximum results in an organization, there is a phenomenon called self-attribution bias. According to Shepperd, by emphasizing motivation, the leader can influence the information that his subordinates is trying to question as he researches and processes the available information.

The relationship formed by the Laissez Faire style and self-attribution bias is a meeting point that is rarely studied. Laissez faire leadership style that gives up all decisions and responsibilities by giving freedom to subordinates to carry out activities is one form of self-attribution bias conducted by leaders. Therefore, it can be concluded that the use of Laissez Faire style is to hide the inability of the leader in carrying out his real duties.

3. Writing Methods

In this study, researchers used a descriptive method with a qualitative approach. Qualitative is a type of research that aims to determine how to search, collect, process and analyze (Moleong, 2013 p.14). In qualitative methods, the results presented are in the form of descriptive data in the form of written sentences or the results of interviews and behavioral observations. In addition, qualitative research does not use population because qualitative research highlights social situations (locations, people and activities) (Sugiyono 2009, p.215). This research enters certain social conditions, conduct observations and interviews with the people who understand how social conditions are. Qualitative research methods do not rely on populations or samples, but instead rely on information provided by interviewee from the results of in-depth interviews about the problem being studied.

The data analysis technique used by the researcher is to conduct data analysis during the progressing research and after the data collection is complete (Sugiyono, 2009, p.335-336). When the interview took place, the researcher had done an analysis of the information given by the interviewee.

The data validity test was tested through triangulation techniques. Data analysis used in the study was carried out through data reduction, data presentation and conclusion drawing(Moleong and Lexy, 2013, p.178).The subject of this research is Yogyakarta Grahatama Library, located at Jl. Janti, Wonocatur, Banguntapan, Bantul.

4.Discussion

4.1.Leadership

Rosalina and Titik (2012, p.3) stated that to realize Total Quality Management (TQM), a leader must have several capital aspects as the most important elements. They are ability, capability, and personality.

a. Capital Aspects
   1) Ability -Ability according to Rivai and Mulyadi (2011, p.13)is the process of directing and influencing activities related to the work of group members (. Ability in the leadership process is important in an organization as a quality control process in work performance. For a leader, the aspect of ability is one of the main functions as an instruction that determines what, how and, where the order is done so that decisions can be carried out effectively. It can be said that the effectiveness in decision making by a leader is greatly affected at the level of his ability. The ability of a leader is something that can determine the development progress in an organization every period.

The main problem of the ability of the leader in the current environment of civil servants is the transfer or displacement of the work place.Random displacement to other work environment causes some leaders' roles not to run as they should because of the lack of ability in certain fields.Meanwhile, one's abilities are obtained from work experience, knowledge, and success in solving problems that arise in a particular field.

Yogyakarta Grahatama Library is one of the organizations or institutions that are subject to government policy in terms of job transfers. Displacements of civil servant positions carried out by the government have two legal foundations, namely Government Regulation Number 43 of 1999, concerning the main points of staffing (State institution of 1999 Number 16 Supplement to State Gazette Number 3890) and about the authority of the appointment, transfer, dismissal of civil servants, regulated in government regulation No. 96, 2000 (Hasibuan, 2007, p.102-103). The current head of Yogyakarta Grahatama Library used to work at the Department of the Environment.In the leadership process, a leader's ability significantly influences achievements in the work environment that he leads.

If the leader in an institution does not have qualified ability as a head who should exceed his subordinates as an effort to control, then the achievement of an institution will not be maximized. Both technical and non-technical abilities must be owned by a head in order to provide corrections to his subordinates who do not carry out their duties correctly. But the head of the Grahatama Library had only served as head of Yogyakarta Grahatama Library for two years.

It implies that any lack of ability may be because of short duration of work experience by the Head of the library

2) Capability - Capability is described as a commitment in carrying out leadership positions that have a direct relationship between leadership capability and institutional performance (Nirmalawati, 2009, p.118).LAN-RI explained that capability has a linear relationship with accountability. If accountability is interpreted as a condition that requires accountability (LAN-RI, 1997), it can be said that a leader who has the capability will have a willingness to account for everything that happens in his work environment.

The capital to leadership in capability aspect arises from human beings naturally without coercion from other parties. Capability itself can reflect the credibility or coherence of a leader in carrying out his role.The head of Grahatama Library undertakes accountability

efforts in solving problems that arise by evaluating performance on a regular basis in the presence of all library staffs.In addition, one form of responsibility that he shows is to meet all organizational needs proposed by staffs.

If a leader has the capability to protect an organization, then the needs provided by a leader can support the performance of subordinates such as requesting signatures for the design of new programs as a form of legality and responsibility of a leader at an institution.

3) Personality - Personality of a leader is explained by the character that is seen in the process of managing an institution(Ambar and Sulistiyani, 2008, p.24).One form of a leader's personality is seen from its quality in providing encouragement, enthusiasm, and direction given (Mahmudi, 2019, p.20). Encouragement and enthusiasm for the subordinates given by leaders provides their own motivation. The head of Yogyakarta Grahatama Library always gives motivation to all staffs in the effort to achieve the target of the staffs. His friendly and caring temper with the subordinates made them enthusiastic to give their best performance to the organization.

Good personality possessed by a leader of an institution will affect the organizational environment. The hospitality of the head of Yogyakarta Grahatama Library can shape the mentality of discipline in the form of the reluctance of his subordinates when they cannot carry out their duties properly. Thus, it can be said that the personality possessed by the leader also supports the achievement of better subordinates' performance

4.2. Leadership Skill

Skills in leadership are explained by Keith Davis into three, namely:

a. Conceptual skill-Davis (2010) stated that conceptual skill is the ability to think and express one's thoughts in the form of framework models and other concepts in facilitating work. Ambar and Sulistiyani, (2008, p.83) connect conceptual abilities with the breadth of a person's insight both related to internal and external parties of the organization. The conceptual ability of the head of Yogyakarta Grahatama Library is not very visible. This is reflected in the evaluation carried out periodically, the head of Yogyakarta Grahatama Library opens input from all staffs but still provides direction in the process of problem solving.He already has a conceptual ability as a leader in general that is shown in his role as an advisor. In accordance with what was explained by Dessler, (2004, p.10) in Management Skill that conceptual skills are not only in the form of mental capacity to analyze and diagnose complex situations but also as cognitive skills which

include the ability to analyze, think logically, formulate concepts, and give consideration inductively.

Conceptual abilities possessed by the head of Yogyakarta Grahatama Library are able to fulfill the conceptual ability category. This is in line with the explanation of Robert L. Katz (1993, p.90), in his research on conceptual abilities, suggesting that conceptual skills are an ability to coordinate and integrate all interests and activities contained in organizations. Based on the description above, the conceptual skills performed by the head of Yogyakarta Grahatama Library are individual capacities in terms of coordinating activities according to organizational needs.

b. Human skill - Human skills can be interpreted as social behavior, namely the ability to work together and build teamwork with others(Ambar and Sulistiyani, 2008, p.24). It can be said that this ability is closely related to how leaders develop relationships with subordinates, fellow leaders of the same level or leaders in higher positions. According to Hoffman and Barlow (2002, p.100), in Social Phobia (social anxiety disorder)people who have social skills can give a better impression, and improve their personal appearance, can create positive feelings in themselves compared to people who do not have such abilities. The human skill itself is aligned with the personality of the person discussed earlier.

The human skills possessed by the head of Yogyakarta Grahatama Library are very useful because he can make a sense of comfort to the subordinates in the work environment with these abilities. They can indirectly increase the productivity of the subordinates. In addition, every staff who works there can feel the hospitality of the head of Yogyakarta Grahatama Library.It is in line with Luthan and Davis's statement on Human Resource Strategy (1996, p. 231) stating that human skills or social skills are the ability to interact effectively with people, the ability to provide support at all levels of organization.

c. Technical skill - Techincal skills can be interpreted as special skills that must be possessed by a leader. According to Yukl (1994), in Leadership in Organizationstechnical skills are knowledge of methods, processes, procedures and techniques for carrying out a specific activity, and the ability to use tools relevant to those activities. When a leader does not have technical skills specifically in his field, the achievement target can only be done according to the work plan that has been prepared. As happened at Yogyakarta Grahatama Library, the staff carried out their duties according to the annual RENSTRA program that had been prepared previously. A leader must oversee the work performance of others and requires extensive knowledge of the techniques

and equipment used by the subordinates in carrying out their duties. Technical expertise is also needed to deal with disturbances or problems at work.

The head of Grahatama Library handed over all the technical problems that arose to the head of the subdivision who better understood how to solve the problem. Though adequate technical skills can certainly affect the quality of managerial work carried out by leaders.

4.3. Leadership with Laissez Faire Style

Adriansyah (2015, p.46) explained the Laissez Faire leadership style as a free style leadership is the opposite of the authoritarian style of leadership and he also explained that the leader is just a symbol of leadership in the Laissez Faire style. Furthermore, he stated that this model of leadership was carried out without doing anything because to ask or not (compromise) about a decision plan or activity depends entirely on the people being led. The head of Yogyakarta Grahatama Library has never intervened in the performance of his subordinates either in correcting, criticizing, or just asking about the development of the task. If problems arise in the process of carrying out the task, the task of completion is left to the head of the subdivision in the field concerned because they are considered to have the ability in those fields.

4.4. Leadership with Self-Attribution Bias

Self-attribution bias is a distortion of a self-attribution process which is also commonly referred to self-assessment. There are five assessment types of a leader in the discussion of leadership style. They are (Adriansyah, 2015, p.46):

    i.   Qualified: having better capacity and capability compared to the people they lead;

    ii.   Champion: having better academic and non-academic achievements compared to the people they lead;

    iii.   Responsible: having better ability and willingness to be responsible compared to the people they lead;

    iv.   Active: having better ability and willingness to participate socially and carry out active socialization compared to the people they lead;

    v.   Although it is not a must, they should have a higher socioeconomic status than the people they lead.

Leadership with self-attribution bias occurs when the assessment of a leader is not in accordance with the actual evaluation characteristics of a leader, but he thinks that he is able to carry out the characteristics of

leader evaluation as mentioned above. Based on the two categories below, the self-attribution bias that happens to the head of Yogyakarta Grahatama Library are:

a. **Self-enhancement and its relationship with motivation -**

> Schlenker in Impression Management: The Self-Concept, Social Identity and Interpersonal Relations states that motivation as a self-enhancement effort takes the form of increasing achievement. He explained that someone who did self-enhancement in motivational efforts had made an attribution of bias if he felt he had achieved superior achievement so that he could manage an organization by putting aside his cognitive abilities in the field he was leading. In other words, leaders who make self-attribution bias by using self-enhancement, have assumed that they are able to carry out leadership tasks appropriately.

> The head of Yogyakarta Grahatama Library has done self-enhancement by giving motivation to his subordinates to provide the best service and performance for the visitors and institutions.Instead of providing evaluation or input on the performance of the subordinates, the head of Yogyakarta Grahatama Library protects his self-esteem as a leader who supports the performance of the subordinates regardless of their level of performance.

b. **Self-Protection and its relationship with cognitive abilities**

> Czaja and Roder (2017, p.7) explains self-protection as a form of refraction of one's cognitive abilities. In the leader's point of view, it can be said that self-attribution bias that uses self-protection is an effort to cover up the deficiencies in the cognitive field. On the other hand, a leader should have a qualified ability and achieve in the fields he manages both academically and non-academically, including those around him(Adriansyah, 2015, p.46).

> It can be observed that leadership with self-attribution bias conducted by the head of Yogyakarta Grahatama Library is distorting or refracting the first and second characteristics of the five aspects in the evaluation or attribution to a leader.

4.5. Self-Attribution Bias in Laissez Faire Style

Sheppered(2008) explained that self-attribution bias is a refraction of the characteristics of an assessment aspect or attribution of an actual leader formed in self-enhancement and self-protection related to one's motivation and cognitive abilities. In relation to leadership with Laissez Faire style, self-attribution bias is

one of ways a leader takes in covering his shortcomings in aspects of cognitive abilities he does not possess.

Leadership self-attribution bias by the head of Yogyakarta Grahatama Library is done by giving freedom to his subordinates in carrying out performance without any intervention or providing feedback on subordinates' performance that sometimes are not optimal. It happens because the head is not from the library field. Attributes of a leader that appear in the case of the head of Yogyakarta Grahatama Library are limited to providing motivation, responsibility, and the ability to participate socially in points C and D. While points A and B are biased because leadership in the Laissez Faire style makes the head of Yogyakarta Grahatama Library only as a symbol without doing any corrections to the performance of the subordinates. The attributes of his position are limited to the supervision and support of his institution without the correction and contribution of skills that should be possessed by a leader of an organization.

5. Conclusion and Suggestions

5.1. Conclusion

The application of leadership in Laissez Faire style in the leadership of an organization as happened in Yogyakarta Grahatama Library. The leadership practice also experiences leader self-attribution bias in the leader's self-assessment. The form of self-attribution can occur at points A and B in the characteristics of a leader's attribution as a form of blockade of the abscess in cognitive skills. The form of leader self-attribution bias that occurs to the head of Yogyakarta Grahatama Library includes:

I.   Technical skill
II.   Self-attribution bias formed through:
    i.   Self-enhancement influenced by motivation
    ii.   Self-protection influenced by cognitive abilities

Meanwhile, what influences leadership with Laissez Faire style in Yogyakarta Grahatama Library is the factor of the head's lack on deep technical knowledge in the library field.

The leadership in Laissez Faire style in Yogyakarta Grahatama Library can be described in terms of its relationship with the leadership self-attribution bias through the characteristics of attribution that should be carried by a leader. There are positive and negative values in leadership with Laissez Faire style trapped in leader with self-attribution bias which is done by the head of the library. A positive value that can be seen is how subordinates can continue to carry out their duties and targets well. It can be seen in the achievements of Yogyakarta Grahatama Library—still able to maintain its title as a pilot library in

several programs it runs, such as the Brailler Literacy Program for the Disabled, SIF and the Jolifa Shoes Service. Meanwhile, the negative value appears in the form of the absence of the role of the leader as an evaluator in assessing the performance of subordinates, so that the contribution of technical skills in an effort to maximize the performance of employees which is truly passive.

5.2. Suggestions

Through this research, it can be seen that the leadership in Laissez Faire style has a tendency towards the emergence of a leader self-attribution bias which results in not maximizing the running of an institution's leadership. Therefore, the researcher suggests that leaders who do not have mastery of technical skills due to differences in background need to conduct training maximally and periodically in order to have qualified ability to direct and shape staffs performance to the fullest. With a centralized role that is owned as the main wheel driving an organization, a leader should have professionalism in the field he leads.

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