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Integrative Leadership Style of Libraries at Islamic Universities in Indonesia

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Abstract

This article was aimed at describing the integrative leadership styles concerning library performance. This study used a descriptive-qualitative method with a constructivist and critical interpretive paradigm on the phenomena of library leadership in the current Covid-19 pandemic era. Data were collected through observation and interview techniques with 9 informants, including the head of the library and librarians at Muhammadiyah University library of North Sumatera. Both observation and interview were conducted online because of health crisis conditions making it not possible to do them offline. The results showed that the role of the integrative leadership style, which employed democratic and transformative patterns, has provided a solution for the head of the library and librarians in dealing with service turbulence due to the covid-19. The integration of the two types of leadership styles helps the library encountering difficult times because the policies implemented can be accepted by all parties, without resistance. Improvements in the performance of librarians and library staff during the pandemic so far this study found that pandemic conditions did not stop the goals of achieving satisfaction, effective and affective works, and loyalty to institutions. This achievement showed the success of the lead engaging all elements of the library to work together in providing services to users. To maintain and improve the professionalism of the librarians' performance, professional patterns, accountability, commitment, motivation, innovation, creativity, and communication are carried out within the framework of leadership integration, which ultimately results in more effective and affective job satisfaction.

Keywords: Leadership style, Muslim libraries, Democratic-transformative leadership, Covid-19 pandemic.

BACKGROUND

The Covid-19 pandemic has captured a lot of attention in the world which has changed the paradigm of society in their interaction. The Covid-19 is not only an ordinary pandemic but also a global disruption that is present and has entered the center of human life. The impact caused by this pandemic is also diverse, not only limited to increased mortality but also has brought human life to a new normal, which requires changes in attitudes, behavior, and actions of everyday life. Changes due to the Covid-19 pandemic have had a major impact on individuals, institutions, or organizations. Educational institutions, for example, have experienced significant changes in their operations, both concerning services and on internal and external cooperation relationships. The complexity of this change has affected many things to the university library institution, wherewith the new rules and normalization, the library seeks to adapt to keep working in maximizing its role, both as an information and service institution as well as other academic works. The complexity of these changes is an inherent process as a space for interaction in an academic frame.

University libraries that occupy a crucial position in the field of information and knowledge dissemination have a responsibility to support higher education in achieving its goals. Libraries are an important and crucial part of realizing the vision and mission of education, teaching, and scientific development (Lawrence, 2019). Looking at this complexity, of course, an institution needs rules from a leader to be able to determine policies and minimize the panic that arises, so that it becomes a role model that can answer these problems and changes. This must be owned by institutions, such as libraries and other institutions, because in the future similar crises may be bigger than today, in which libraries could have happened and experienced. For that, libraries need leadership abilities that can bring change and the ability to adapt to various crises, such as health and social issues. Librarians believe that the library in the future is an institution that can face and benefit greatly from a crisis of any size. Thus, the ability of leadership to create a system in the library will bring adaptation forces and even have the flexibility to determine a policy, assertiveness in attitude, and agility of leaders in providing solutions to what is faced by the library.

Libraries as dynamic institutions can at least have professional and visionary leaders because they must be ready to face various crises and changes in the future. The characteristics of leaders become the main foundation in the performance of their subordinates to achieve success. The success of this process is a special achievement in maintaining the sustainability of the institution (Akparobore & Omoisejimi, 2020). As a leader, the head of the library has a great responsibility for the existence of the library in times of crisis. The characteristics of leadership style are one of the main determinants related to library performance. One of the effective leadership styles to answer this problem is democratic and transformational leadership. These two characteristics can read the situation faced by the library, because of the involvement of subordinates and the accountability of responsibility. Besides, there are also

important elements, such as communication, flexibility, and trust as an empowering force, so that they are representative for leaders to respond to various crises (Boatright, 2015). These efforts can also increase the productivity of the librarians' performance. On the other hand, the characteristics of leadership can also increase the potential, as well as innovation, and a sense of responsibility for subordinates in their work. In that sense, librarians can work and increase their productivity from the characteristics of the leadership who are the role models (Wilson, 2020).

This has been shown from the results of Wilson's research (2020), that the leadership of higher education libraries has utilized democratic and transformational leadership styles synergistically. The process is balanced to optimize communication as an effort to build motivation and effectiveness in working relationships between leaders and subordinates. This kind of leadership performance is based on a combination of leadership styles, the impact of which can produce leaders who are more dynamic and in tune with their subordinates to carry out predetermined policies (Martin, 2018). In this connection, Wilson (2020) pointed out 5 criteria in the application of this leadership style, namely participation in decision making, interaction, the intensity of communication, equality, and objective knowledge of the environment (Wilson, 2020). Based on the above concept, the contestation of library services is interesting to see from the various types of approaches to the findings and this basic concept has not yet shown the essential meaning of democratic and transformational leadership styles, especially in the context of the current Covid-19 pandemic crisis. For this reason, this study will reveal descriptive and qualitative methods with a constructivist approach to the meaning of leadership style seen from the point of view of leaders and librarians in the library environment of the Muhammadiyah University of North Sumatera. This research was conducted to uncover the integration of patterns in the library leadership during the Covid-19 pandemic. Thus, the study is going to explain democratic and transformative leadership styles, which serve as a solution in improving the performance of librarians in the pandemic era.

LITERATURE REVIEW

Integrative leadership is a leadership approach that seeks to encourage a collective action that is open and crosses various boundaries as a strategy to achieve the common good. Therefore, various approaches may be used as a basis for touching on favorable conditions in business or corporate among societies and institutions. One of its characteristics is carried out in the form of leadership development at all levels, from individual to global (Crosby, 2008). This type of leadership will be seen in the amalgamation of several leadership styles that aim to create the common good, and the form that may be seen is the synergy between democratic and transformational leadership styles, as will be seen further in the exposure to the following concepts.

Democratic Leadership

The leader is inseparable from his characteristics, the character of a leader can position himself in various situations so that he is appropriate in acting and can provide the best example to his followers. This is in line with what Kumaran said that leadership is also about styles and skills, and about using the right styles and skills in the right place at the right time. Each leader has his or her style, which may or may not work in different situations (Kumaran, 2012, pp. 40-41). Every leader has his style to address every problem that occurs. A leader with a democratic character will produce democratic leadership and vice versa. Democratic leadership is leadership oriented towards humanity, where everyone has the freedom of opinion (Albert, 2014), has high sympathy for others, can encourage everyone to get the same thing, and may also contribute to institutional decisions (Vann & Simpson, 2014). Democratic leadership, in a participatory sense, has the same focus between leaders and followers. There is no hierarchical emphasis in its structure so that the participation and opinions of all people will be taken into consideration in decision making (Woods, 2005, pp. 13-14).

Democratic leadership is characterized by the obligation of followers to initiate and give voice to what they feel (Wilson, 2020), both in crisis and in other situations (Winston & Quinn, 2005). In higher education libraries, leadership styles are effective in realizing agreements to achieve satisfaction and integrity in supporting change (Knowles, 1990, p. 63). These changes include the performance and retention of employees, librarians, and staff as a whole (Mayowa-Adebara & Opeke, 2019). Therefore, this leadership style is interpreted as a combination of the traits, skills, and behaviors of a leader to interact with his subordinates (Northouse, 2015). By involving followers in policymaking, it will increase their sense of professionalism, accountability, and commitment (Schreiber, 2001; Crosby, 2008). This democratic leadership style emphasizes communication and the involvement of its followers as a form of institutional navigation in dealing with various situations to produce more productivity.

Transformational Leadership

The leadership style not only affects institutional performance, but also the retention of subordinates. Therefore, leadership style can be understood as a collection of traits, such as attitudes, behaviors, and so on, which are inherent in a leader and felt by subordinates when they interact with one another (Jeremy, Melinde, & Ciller, 2012). In a transformational leadership style, a leader makes more efforts to create intimate interactions in increasing the motivation and morality of his followers (Wilson, 2020). Also, transformational leadership relies on personal charisma, intellectual stimulation, and individual consideration in building the potential of followers (Northouse, 2016, p. 162). Meanwhile, Hanaway defines that transformational leaders direct their involvement in supporting and empowering their followers by inspiring them through a goal orientation and passion (Hanaway, 2019, p. 30). The ultimate goal of transformational leadership is to change the behavior of

its followers, which is more often used as a reference for leadership characters in libraries.

Transformational leadership is also defined as a creative leader, innovator, and motivator who ensures followers work with increased aspirations and enables them to carry out their duties according to their institutional functions (Grant, 2012). So, democratic and transformational leadership styles in libraries emphasize collaboration, both in communication, and the involvement of all human resources in the library, so that it will seek to create a holistic leadership style that views library human resources as subjects and objects as a whole. The holistic view of a leader will affect the effectiveness and productivity of subordinates at work because it has room for self-development, so that the behavior of subordinates correlates with perceptions of job satisfaction that is more effective if they have room for increased focus through the practice of democratic and transformative leadership styles (Wilson, 2019, p. 63. 66. 72; Crosby, 2008).

The commitment of Higher Education Librarians

A university library is a core value, which is often stated as the heart of a university. The library is the center for the distribution of information as a whole. Therefore, libraries are important in terms of production and provision of information, which require librarians with high integrity and professionalism in their duties (Ikonne & Ikonne, 2016). Librarians are activists of library functions and services, which are based on their skills in collection development, technical processing of information sources, user education, and information literacy. Any library needs a professional, knowledgeable, skilled, talented, and committed librarian. The commitment of subordinates will give birth to their dedication to the achievement of institutional goals by complying with the rules, regulations, and goals of the institution (Amusa, Iyoro, & Olabisi, 2013). The conceptualization of a librarians' commitment can be divided into three important components, namely as follows.

1. The affective commitment involves the librarians' emotions in the form of attachment and a feeling of belonging to the institution.
2. Normative commitment, in which a librarian has a feeling of his obligation to remain in the institution because there are consequences if he is absent.
3. Commitment to continuity, in which librarians stay with the institution because of the lack of alternatives (Meyer, et al., 2012).

About that, stated by Beloor et al. that subordinates, including librarians who are committed, will affect increasing dedication. Commitment will also create chemistry with the institution because subordinates feel suitable and understand the objectives of the institution, which in turn will create loyalty (Beloor, Nanjundeswaraswamy, & Swamy, 2017). Achieving this commitment requires a leader who is capable and can influence subordinates in achieving the goals and objectives of the institution. The way a leader directs motivates, and influences employees is very much connected to the leadership style they have (Wakabi, 2016).

Thus, leadership style is significantly related to librarian commitment and quality. In the end, leadership style affects the quality of the library in general and customer service in particular.

METHOD

The Covid-19 pandemic has created a variety of perspectives and new paradigms, especially on the role and leadership style of libraries in influencing librarians' commitment to activities. This study will describe qualitatively several leadership issues formulated in the question: how is the integrative leadership style in the frames of democratic and transformational approaches at Muhammadiyah University Library of North Sumatera? How this conceptual framework answer issue does related to the improvement of librarian performance during the Covid-19 pandemic crisis as a dynamic of change?

To answer this question, the study used a qualitative descriptive approach as a constructivist and critical interpretive paradigm for the phenomena that occur (Laugu, 2019). This approach is the basis for researchers to build initial arguments and assumptions, which ultimately the researcher can purely absorb feelings, thoughts, and awareness of the object of research (Pendit, 2003, pp. 261-265). The analysis technique used a concept of Miles and Huberman that consists of data reduction, display data, and verification data by testing the credibility of the data based on triangulation of sources, techniques, and time. As a qualitative research, the results of the research will be more comprehensive and at the same time will be critical toward the data obtained (Sugiyono, 2017). Data were collected through techniques of observation and interview. Both types of collection techniques are carried out using online media for reasons of maintaining a physical distance.

The informants of this study are the head of the library and librarians at Muhammadiyah University of North Sumatera, as can be seen in Table 1 below.

Table 1: Demographic information of informants

No	Informant code	Job Position	Gender	Office
1	Informant 1	Head of Library	Male	Faculty of Education Science
2	Informant 2	Coordinator of Planning & Development	Male	Main Library
3	Informant 3	Coordinator of Technical Services	Female	Main Library
4	Informant 4	Coordinator of Public Services	Female	Main Library
5	Informant 5	Librarian	Male	Postgraduate Program Library
6	Informant 6	Librarian	Female	Postgraduate Program Library

7	Informant 7	Librarian	Male	Medical Faculty Library
8	Informant 8	Librarian	Female	Medical Faculty Library
9	Informant 9	Librarian	Male	Medical Faculty Library

Source: Results of data processing (2021)

RESULT AND DISCUSSION

The Role of Leadership Pattern toward Librarians' Performance

Leadership style is a set of characteristics used by leaders to influence their subordinates or a pattern of behavior that is liked and often applied by them. The most appropriate leadership style is a style that can maximize productivity, job satisfaction, growth, and easily adapt to changing situations (Rivai & Mulyadi, 2013, pp. 42-45). This will certainly be realized if a collaboration of synergy built has effectiveness in interaction, professionalism in setting a policy, and accountability for decisions that have been set collectively. This will build a productive leadership pattern. This pattern will affect the condition of the library in dealing with various problems. Problems in certain situations can reconstruct a pattern of transformation for libraries, both in providing services and in maintaining their existence amid a crisis. From the results of the interviews obtained, it was generally found that the leadership pattern that is built is manifested in a democratic-transformative pattern. Those patterns describe the productivity of individual factors and organizational ones. Individual factors include a form of normalization in job changes during the Covid-19 pandemic, so librarians feel the need for adaptation to respond, as conveyed by informant 3 below.

"During the Covid-19 pandemic, which shifted the habit of working at the office to work from home, librarians and library staff felt unfamiliar with the flow of work from home, so that in the early days of the pandemic, ... they generally felt uncomfortable ... "

The changes that occur in individual librarians are the systems that are not the same as before. There seems to be a concern that librarians who work in the new normal era need a new adaptation. Dealing with the new adaptation is of course inseparable from the three strengths of the library, namely the leaders, subordinates, and situation. In leadership, flexible and effective styles are needed to deal with changes in the form of a crisis. This leadership requires a variety of approaches and the head of the library shows the existence of management competencies as his leadership strength in dealing with a prolonged health crisis. Given this situation, some informants conveyed that the improvement of professionalism, accountability, and commitment was developed through the leadership based on democratic and transformative patterns according to informants 2, 3, and 4 below.

"The existence of a democratic leadership style increased the professionalism, accountability, and commitment of librarians and library staff because at that

time the head of the library as a leader accelerated or extracted new ideas from his members, and always received all inputs and suggestions... and often the leader also gives an appreciation of the new ways of working and ideas given by its members ..."

In increasing the librarians' commitment, leadership style is very important to emerging as a form of problem-solving among subordinates. The style of a leader has significantly affected the efficiency of the library performance during the crisis period until this moment. Leaders are effective examples of working together with their subordinates, including how to respond to situations that arise and must be faced by the leadership together with their subordinates. This has been commented on by informant 1 below.

"... a leader in the front guard to guide all staff employees, both librarians and other library staff in carrying out all their duties, especially in the new normal era, which is a form of task transition due to work from home, so working at home becomes a thing different and unfamiliar..."

This finding illustrates that the leadership style directs subordinates to be always professional and productive at work even in a crisis. As a leader, it is necessary to show that the leader's job is to be able to show his direct involvement in activities in the library with new normalization patterns, such as including compliance with health protocols. Meanwhile, in work from home activities, the leader also tries to guide his/her subordinates to remain productive, such as being able to take advantage of digital resources owned by the library. The leadership style that is built does not show panic in dealing with different situations today.

In addition to looking at individual librarian factors, it is also important to pay attention to library institutional factors. These factors certainly require the strength of competence to ensure the strategic ability of a library leader in making decisions, adapting to unusual situations, and determining attitudes, and taking concrete actions in providing services to librarians. Also, at the implementation level, the library leader makes a decision based on the deliberative consensus model as conveyed by informants 2, 5, and 4.

"... in making a policy, it is certain that a leader involves librarians and library staff, this is done to filter and share information on the ideas of his members..."

"... always involving librarians and staff, as well as librarians at Postgraduate or librarians at the faculty, this is to consider decisions made especially during the Covid-19 period ..."

"Not infrequently ... the library head invited the rector to participate in pouring new ideas that were in line..."

Decisions taken by a leader are not made up of his own will. He tries to get the consideration and input of his subordinates before making a decision. Besides, as an effort to legalize his decisions, the library leader also involves his subordinates to join the meeting of decision making. This style of leadership shows the forms of democracy in decision-making. He realizes that transparency and the involvement of all elements are very important in dealing with various problems, especially in the pandemic era.

To create productivity and effectiveness, democratic and transformative leadership styles are the right way to build library policy. Therefore, the sound of all elements must be considered.

"... because librarians and library staff are people who meet visitors every day so that they know more in real terms what the needs and desires of the users are, for that, when the leader wants to make a policy, it is important to involve their subordinates..."

This is done by the leader that cannot be separated from his background, which is not from a library science education as stated by informants 1 and 3 below.

"... I used to be a journalist and currently a lecturer, but on the way, I was interested and often raised and focused on the field of literacy so that in the end I was appointed as the head of the library ..."

"...He is a library head who has no background in library science ... but he is very open and always invites his staff to upgrade themselves and their creativity related to libraries to be able to serve their user optimally ..."

Because the leader is not from library science, he becomes aware that he needs to learn from his staff and listen to them and other professionals relevant to the library field. These findings also show a sense of respect and humility for the leader not to do something without clear science. The library leader is someone who respects others and being professional. He is also considered effective in managing the library. As a leader, he understands how a leader builds communication with his subordinates. The communication pattern built by his leadership is interactive communication, where no separation differentiates the status between leader and subordinates, as this was told by the following informants 1, 2, and 3.

"The head always shares his views, especially during the pandemic, routinely communicates and interacts via zoom ..."

"The leader always strives for communication to run both virtually and physically because we were at the beginning of the WFH pandemic, so the communication that runs using WA social media, sometimes we use zoom. Also, librarians and the head of the library carry out regular morning briefings, every Monday, to provide all information regarding the obstacles that occur and find solutions to problems and provide advice to his staff ..."

"... The morning briefing every Monday is carried out routinely but only limited to librarians internally, for example in the central library, or the library of medical faculty and postgraduate library. And, the overall meeting is held monthly and quarterly, followed by all librarians, both from central and branch libraries ..."

Communication developed during the crisis time is not less than what the library did before the crisis. It is just that, current communication patterns are more dominant using digital media, such as zoom and WhatsApp. Communication is routinely carried out to solve the problems faced by the library. As a result, from this intense communication, the leader can make an effective decision. Also, the interactive communication pattern of the leader can directly assess his subordinates who have advantages, both their intelligence in solving problems and their enjoyment of their

work; also their work discipline, so that the leader can be understood when he decides awards to appreciate the achievement of his competent staff. Meanwhile, for librarians who are relatively lacking in achievement, the leader can take the attitude to motivate them, so that they can jointly increase morale and work productivity. The motivation is given by the leader to his subordinates, for example, persuasive words and praise, encouragement for subordinates to attend library events. The leadership role model sometimes becomes an experiment to instill morale in subordinates to boost their performance and achievement, as shown in the following interviews with informants 2 and 3.

"... the head of the library has motivated and built up the morality of his subordinates, especially during the pandemic time to achieve institutional goals, ... especially when work methods change and have an impact on motivation and morality... and the same time, he keeps going to encourage his staff to achieve the goals and success of the institution whatever happens, ... and librarians also always take the initiative to help the academic community even though it is done outside office working hours..."

The library leader gives motivation through an organizational system where the leader professionally encourages subordinates to continue to carry out their work optimally during crisis conditions. The encouragement given by his leadership will increase the librarians' commitment in a stronger way to achieve the goals of the library. At that time, librarians also try their best to provide the best service to the users. This effort is carried out by librarians to encourage the potential that users have in terms of their academic needs. The librarians' job is to fully support and provide maximum information and service needs to users. Besides, adherence to policies by librarians can increase their sense of affection and responsibility for the goals of the institution and the academic community being served. This happens as one of the results of moral cultivation, such as respect for others and understanding their obligations concerning their duties. This kind of approach eventually gave birth to courage, enthusiasm, and high work discipline. The leadership multi-approach can ultimately influence his subordinates to the maximum in carrying out their librarianship duties. Finally, charismatic leadership also appears in the actions of the head of the library because of his persuasive communication skills in dealing with and influencing his subordinates. So, there is a kind of power affecting the performance of librarians, which is far from an indication of their resistance to the policies of the leadership. This can be seen in the results of the interview with informant 1 below.

"The leadership's ability to communicate shows effective leadership ... this has an influence on the librarians' performance level and for the leader, it is the power to motivate and name morality in his subordinates, especially during the current pandemic, to achieve institutional goals. Even though the pandemic is taking place, the achievement of the work program must be carried out so that the leader continues to push the librarian to keep on giving his best performance,

without being hindered by the state of the health crisis that currently still haunts many people ..."

The encouragement given by the leader to librarians reflects the charismatic strength of the head of the library. Every program and action implemented almost, if not all, has motivated his subordinates and is well executed. As a result, the librarians' work appears to be more systematic and better even though the pandemic crisis has had a strong impact on the lives of his subordinates. The productivity and ability of librarians are also increasing, as stated by informants 5, 6, 7, and 9.

"... Yes, of course, with the subordinates' trust in the leadership, the librarian as a subordinate can be more productive at work. Just as librarians take part in the outstanding North Sumatera librarian competition and get 2nd place, and the other hope is 1. This shows the librarians' dedication to be even more productive, of course, this is all interference from the leader in motivating and instilling moral responsibility at each of his subordinates ..."

"Yes, leadership has an influence on subordinates in improving their performance and loyalty ..."

"Yes, because subordinates are motivated to imitate the leader in their performance ..."

"Yes, the leadership is always motivating. So that many policies can be implemented properly ..."

Another thing that is shown from the democratic and transformative leadership style is that the leader can be observant about changing situations so that he can take advantage of one event to another. This benefit becomes a product for library preparation in facing all turmoil of changes in the future. Thus, the leader can motivate and include librarians in various library events, both locally and nationally. The achievements obtained by librarians foster their confidence as professionals who can produce expected performance. This achievement also fostered a love for his workers, which in the end their performance was getting better. Love for work slowly gives birth to positive professional moral strength and competence in their respective fields to build the strength of their profession in adapting and adopting various developments and changes for the advancement of their profession.

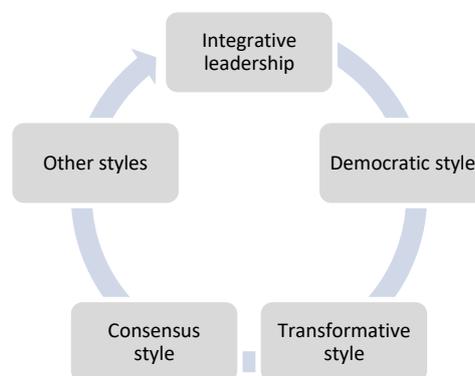


Figure 1: Integrative leadership approach
Source: Result of data processing (2021)

The Commitment of the Librarians in Pandemic Covid-19

An integrative leadership style is a leadership that shows one form of synergistic collaboration between leaders and subordinates. This achievement is the result of the great work of the head of the library in designing strategic library programs (Crosby, 2008). Therefore, it appears that the role of collaborative leadership is not static, but more dynamic, such as leaders who can take advantage of various strengths to be able to maintain the continuity of the library's existence, both the strength of human resources and technology as well as the development of cooperation. Leaders formulate a variety of strategies to deal with a variety of changes. In that situation, leadership requires a combination of leadership styles, namely a leader who is open to various innovations and creativity in determining patterns that are following the conditions that occur. As a result, democratic, transformative, and other approaches can be implemented simultaneously or not deal with change. The results of this approach resulted in synergistic differences in output in dealing with the needs of diverse users as well as diverse backgrounds.

The factors increasing the commitment and loyalty of librarians are the nature of the relationship a leader builds, the existence of a strong desire and belief, the strong desire to carry out his obligations to achieve the goals of the institution, and the love of his job. This is in line with the librarians' conceptualization of commitment that includes affective commitment, normative commitment, and continuity commitment (Meyer, et al., 2012). Meanwhile, subordinates or librarians who are committed to be dedicated and building chemistry with institutions to achieve library goals (Beloor, Nanjundeswaraswamy, & Swamy, 2017) can create librarian loyalty as professionals in improving their performance, especially during the Covid-19 pandemic, like today, as this was stated by informant 1 below.

"... The librarian/library staff's commitment to deal with a pandemic... a form of affective commitment, emotional and attachment, as well as normative commitment, a feeling of having to stay with the institution, absolutely occurs and is felt in a real way. Meanwhile, for continuity commitment, there is no compulsion because the work is done happily ..."

In building commitment, librarians strive to have what is beneficial for the library in which they work. One of them is affective commitment, in which there is a feeling of the same emotion and attachment to the library. Meanwhile, normative commitment is felt directly when librarians and library staff feel responsible for their institution, a form of obligation is born. The continuity commitment shows that the subordinates remain in the library and work as much as possible. Work is not burdened with a kind of coercion, which results in working with a sense of happiness (love) in doing activities in any situation. They work professionally to achieve the vision and mission of their organization, as conveyed by informants 2 and 6, which were also strengthened by the following other informants.

"... keep working professionally on the duties and responsibilities that have been given ...:

"The librarians' commitment remains on his vision, which is to serve wholeheartedly with a variety of innovations so that users can feel the information is fulfilled ..."

In this connection, librarians show their enthusiasm and commitment to libraries well. Evidenced by the existence of professional performance as previously carried out by librarians. On the other hand, the commitment that is embedded in librarians/library staff also leads them to increase their productivity and integrity of the development. What is interesting about this commitment is the creation of a sense of "glad in activities" that can minimize anxiety amid the spread of the coronavirus outbreak. Also, the formation of librarian loyalty has increased initiative and a sense of belonging as well as full responsibility for the success and existence of libraries in carrying out their functions optimally in times of crisis. In that sense, a commitment made by the library to its staff is a commitment that cannot be separated from efforts to improve the quality and loyalty of subordinates to the library, as also told by the following informant 7.

"... yes ... the commitment of a librarian must remain loyal to the leadership in realizing an effective and productive library service ..."

This side shows the commitment of a subordinate who should remain loyal to the leadership and the institution. This loyalty will minimize internal institutional conflicts. Besides, the loyalty embedded in every human resource in the library also plays a role in achieving the goals of the institution, and of course, it will provide positive benefits for libraries in providing their services during the Covid-19 pandemic. At this point, the head of the library has a powerful role in implementing leadership patterns. The character, behavior, and attitude of a leader will foster the loyalty of subordinates to work optimally. In the end, a leadership style that functions and blends in a combination of traits, characters, skills, and behaviors used by leaders in interacting with their followers (Jeremy, Melinde, & Ciller, 2012) will build a strong commitment for librarians in carrying out their current duties and functions and the future new normal.

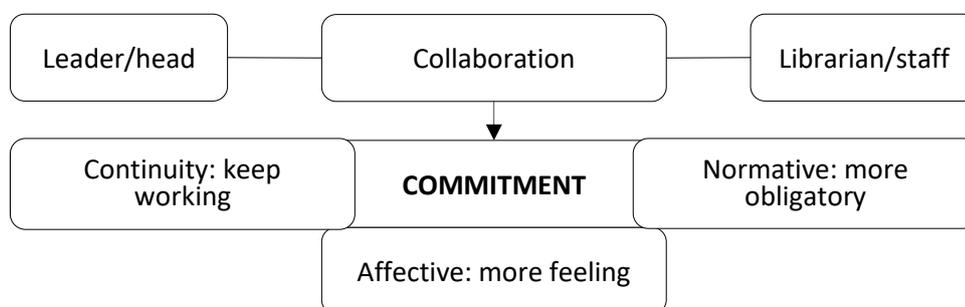


Figure 2: Commitment of librarians during pandemic time
Source: Result of data processing (2021)

Critical Analysis

This study shows that an integrative leadership style consisting of democratic style and transformative one can create a relationship between leaders and subordinates which is a significant factor for a leader to create good and happy productivity during the Covid-19 pandemic crisis. A democratic leadership style, will affect subordinates structurally, and be more flexible in determining a decision (Asgari, Mezginejad, & Taherpour, 2020). Meanwhile, transformative leadership describes a leadership orientation to reward each subordinate for attention to his/her performance. Combining these two leadership styles is very effective during the Covid-19 pandemic (Sadeghi & Pihie, 2012; Weller, Süß, Evanschitzky, & Wangenheim, 2020). In several studies on leadership styles in pandemic times, it has shown various forms of transformation, both in the services imposed from various types of difficulties and other change efforts. However, the existing studies do not analyze the integrity of the library leadership style in times of crisis. Therefore, this study combines democratic and transformative leadership styles to look at the performance of librarians during a crisis (Williamson, 2009; Nurdin & Zulaikha, 2019).

This research shows a serious threat if the leadership policies of the pandemic era cannot be fully oriented wisely towards subordinates. The same is true of the difficulties faced by library leaders during the pandemic crisis, which reflects the imbalance condition in making decisions to make new adaptations. This means that the risks faced by libraries have a variety of problems. To reflect on these conditions, a leader cannot individually determine policies but needs to turn on effective and affective leadership patterns (Kumaran, 2012). Finally, various problems faced by libraries can be solved together. This study shows that the library leadership style during the pandemic cannot be singular, but it needs synergy in formulating policies and increasing the productivity of library work, which in this case is a transformative democratic leadership style (Crosby, 2008).

This style significantly reflects the librarians' performance in pandemic conditions that change the work atmosphere to new situations. This gave birth to new experiences for leaders and librarians in dealing with turbulent situations. This reality can be constructed by the head of the library in terms of library services. This occurs because of the transformative-democratic leadership style used in facing a change in the behavior of librarians and library staff (UKEssays, 2018). The perceptions of librarian job satisfaction and loyalty to the institution that have increased show the success of the head of the librarians' leadership style strategy so far. Likewise, the integrity of the leadership style of the head of the library shows its ability to influence the performance of librarians in a professional manner (Ayub, Manaf, & Hamzah, 2014). This research shows clearly that the professionalism of a library leader can avoid threats that hinder the system's sustainability and existence. Finally, it can be

concluded that library leadership needs a leader who can combine leadership in various forms to deal with complex situations and system turbulence when unusual situations arise, such as what happened during Covid-19.

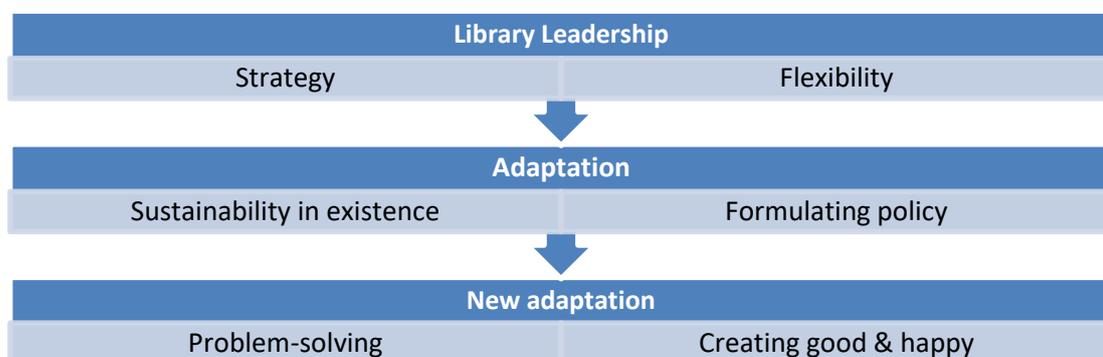


Figure 3: Leadership on the frame of adaptation

Source: Result of data processing (2021)

CONCLUSION

The practice of the integrative leadership style that includes the democratic and transformative patterns of the head of the library at the Muhammadiyah University of North Sumatera shows an ability to adapt to new conditions. This leadership style also has strategic opportunities in empowering subordinates because they do not feel a compulsion from their leader. This leadership pattern was developed by the head of the library in directing the changes in the current Covid-19 pandemic era. Also, it can produce a change in morality behavior of librarians/library staff, perceptions of job satisfaction in an effective and affective manner, and high institutional loyalty. The librarians' commitment to cultivation has been successfully carried out as reflected in the attitude of his dedication to achieving the goals of the institution. Therefore, the integrative approach for both democratic and transformative leadership styles has also succeeded in showing an increase in the performance of librarians. To be able to maintain and improve the professional performance of librarians, the integration of leadership styles is an option in leadership at the library of the Muhammadiyah University of North Sumatera. The potential and ability of librarians to be more productive in their performance demand a new approach from the head of librarians, one of which is through the above integrative leadership. This integrated leadership also shows a high responsiveness attitude among librarians in carrying out their professional duties.

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