

## Organizational climate in the Indonesian public library

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### ABSTRACT

To maintain the existence and organization's innovation capability, it is necessary to pay attention to the development of the work environment. This work environment can be a benchmark in seeing the performance of employees or the organization itself. Therefore, the researchers conducted a study to see how the climate or work environment in public libraries in Indonesia. The method used is a qualitative approach with data collection through a Google forms questionnaire. The sample used is a public library librarian in Indonesia. The data analysis technique is through frequency distribution to see respondents' answers tend to explain what kind of work environment climate. The result of this study is that public libraries in Indonesia are categorized as having a high category and prioritize aspects of innovation and flexibility.

### KEYWORDS

Public Library; Work Environment; Librarian; Library Innovation.

## 1. Introduction

currently, the development of information technology has become a life for the community (Purnamayanti and Oktaria 2022). The reason is, information technology is developing to change civilization to be easier with the output of its products. Due to its rapid development, almost every aspect of social life strives to utilize information technology. This development is also followed by libraries where almost all libraries utilize information technology to optimize work, to use information sources, to disseminate information (Purnamayanti and Oktaria 2022). Research conducted by (Okunlaya, Syed Abdullah, and Alias 2022) illustrates research by developing (AI-LSICF) an innovative conceptual framework of artificial intelligence library services. The purpose of the study is to encourage library professionalism and improve service delivery. So that the current library has undergone many changes from the previous library. This provides the value and functionality of the library. If previously, the function of the library was only as a learning center, today the library shifts its function to a recreational function through its collections and services.

Development in the field of library, indirectly change the technical or procedural. For example, drive-thru services were recently developed by several libraries due to the impact of COVID-19. All staff and technical change work activities, in the past lending and return services, were carried out by physical contact, today changing to use different techniques or procedures. These changes result in a new organizational culture or work environment. The work environment is considered important because it affects the performance results of the organization (Kucharska 2021) transformational leadership and innovativeness are also included in the investigation as ascendants and consequences of the focal relation of intellectual capital and knowledge processes. Design/methodology/approach: Based on a sample of 1,418 Polish knowledge workers from the construction, healthcare, higher education and information technology (IT). The good and bad of the work environment will affect the final result of the performance. In addition to improving employee performance outcomes, the work environment can also create trust and innovative employee behavior. After that will be followed by an innovative work environment. Yu's research (2018) found that the existence of trust in organizations and innovative behaviors results in an innovative work environment.

The importance of the work environment is also stated by (Yu et al. 2018) that the work environment must have its characteristics. From that type, it will affect and become an important factor for the employees themselves because they will be considered capable of encouraging innovation or new ideas for the organization. Thus, today's organizations need to improve to create a work environment that is more distinctive, innovative, and has a climate of trust. It is proven, from research conducted (Ekvall and Ryhammar 1999) that if employees have a sense of trust in the organization and organizational climate, employees will involve themselves in making a more beneficial contribution to the organization.

Research related to this in various organizations is carried out to find out whether there is indeed a positive influence of the work environment on its employees. Research conducted by (Nurhasanah 2010) looked at whether there was an influence between the physical and non-physical work environment on employee performance. The results show that there is a real influence relationship between the physical and non-physical work environment on employee work performance partially or simultaneously. Another research conducted by (Prabowo 2018) wanted to find out whether the influence on employee performance. The results found that the existing work environment of

the Malang City Library and Archives Office did not have a significant effect on the performance of its employees. This is evident from the results of the regression analysis test which states that there is no influence of the work environment on the device because it is considered that the work environment is well-formed. Even when compared to other variables of motivation and stress, leaving results that influence the results of regression tests.

Further research on the work environment within the scope of the library. Research conducted by (Romadhoni, Asmony, and Suryatni 2015) on the influence of the work environment, workload, and stress on librarian burnout in Mataram City. As a result, it has a positive influence on librarian burnout. This study used a linear multiple regression test where the test results stated  $F_{count} > F_{table}$ .

Further research on the influence of the physical work environment on the work productivity of librarians at the Pacitan Regency Public Library. This research was conducted by (Farida 2012) who used physical work environment variables; lighting, sound, cleanliness, air, and workspace. The method in this study uses qualitative data collection with in-depth interviews. The results of this study found that four of the five factors influence work productivity. Because these four factors have not given comfort to librarians. Only the hygiene factor is the most superior among other factors.

Research in 2022 conducted by Bahrudin is also related to building the resilience of the library environment during the COVID-19 pandemic. Due to the prolonged effects of the pandemic, this is also felt by libraries engaged in services. Bahrudin in this study interviewed 6 people, 4 of whom were librarians and 2 others were library users. Regarding the resilience of the library environment, libraries are expected to adopt the SNI ISO/45005 policy which is a practical solution to these conditions. Although the government has established occupational health and safety (K3) guidelines, it must be acknowledged that this has been a good step and agreed upon internationally. This means that the work environment of organizations including libraries is something that needs to be monitored, especially during a pandemic. Because it becomes an icon or image for the organization or company itself.

From several previous studies, a conclusion can be drawn that this work environment can directly or indirectly affect. If in other organizations, a corporate environment can affect its employees, then within the scope of the library can also affect librarians.

## 2. Methods

This study uses descriptive quantitative using numbers and statistical tests. This study tested the theory using data that had been collected from 42 respondents. Data collection was carried out by distributing Google Forms to librarians in public libraries in Indonesia, namely the Malang City Public Library, the Yogyakarta Special Region Public Library, and the Gunungkidul Public Library. The questionnaire used to measure organizational culture in public libraries uses measurements from Patterson et al (2005). Organizational culture that is measured is formalization, tradition, innovation & flexibility.

The population of this study is all public library librarians in Indonesia who were selected as research locations. This criterion is determined to ensure that the respondent can provide information that is in line with the existing conditions. The distribution of questionnaires through Google Forms uses the Likert 5 scale method, namely Strongly Disagree, Disagree, Simply Agree, Agree, and Strongly Agree.

The Likert scale for respondents' answers is as follows:

Scale	Category
1	Very Disagree
2	Disagree
3	Neutral
4	Agree
5	Very Agree

The data from the respondent's answer results will be processed into a frequency distribution of each question item. Each item of the statement has a score from a predefined Likert scale. After that, it is grouped based on the number of respondents who answered each question item score. When each of them is grouped, it will be calculated on average for each aspect of the work environment by calculating the average of the known Likert scales.

How to calculate:

Likert scale 1 gained an average of 4.67

The likert scale 2 gained an average of 2.31 etc...

$\bar{x}$  Formalization =  $1 + 2 + 3 + 4 + 5/5 = \bar{x} \bar{x} \bar{x} \bar{x} \bar{x}$

$\bar{x}$  Tradition =  $1 + 2 + 3 + 4 + 5/5 = \bar{x} \bar{x} \bar{x} \bar{x} \bar{x}$

$\bar{x}$  Innovation & Flexibility =  $1 + 2 + 3 + 4 + 5/5 = \bar{x} \bar{x} \bar{x} \bar{x} \bar{x}$

After finding the average in each aspect of the work environment, it remains only to be included in the category that has been determined for each average. The average categories are as follows:

Interval =  $(5-1)/3 = 1.33$

Low:  $1 - 2.33$  Medium:  $2.34 - 3.66$  High:  $3.67 - 5$

### 3. Results and finding analysis

Table 1. Respondent Demographics

Gender	Sum	Percentage
Man	13	31%
Woman	29	69%
<b>Total</b>	42	100%
<b>Origin of Respondents</b>		
Hapless	14	33%
Jogja	14	33%
Gunung Kidul	14	33%
<b>Total</b>	42	100%
<b>Length of Service</b>		
<1 year	4	10%
1-2 Years	8	19%
3-4 Years	6	14%
>5 years	24	57%
<b>Total</b>	42	100%

From the demographics of respondents listed in the table above, it can be seen that the number of respondents from Malang is 33% of the total number of 42 respondents, namely 14 people. The group of respondents from Jogja Kidul obtained 33% of the total number of respondents and Gunung Kidul obtained 33% of the total number of respondents. Each of the three locations obtained 14 people who were respondents to the study. It can also be taken from 69% of respondents, 29 are female respondents, while the other 31% are 13 male respondents. The quantity of females is greater than that of males. Meanwhile, the difference in the length of work from each respondent was obtained, namely, 57%, namely 24 respondents who had worked for >5 years, 19% that is 8 respondents worked for 1-2 years, 14% that is 6 respondents worked for 3-4 years, and 10% namely 4 respondents worked for <1 year in a public library work environment in Indonesia. This means that librarians who work >5 years have a greater quantity than librarians who are still working for <5 years and have the possibility that the answers given by respondents with longer experience can describe valid answers.

Table 2. Section/field of work

Field of Work	Sum	Percentage
Collections Processing/Development	23	55%
Service	12	29%
Coaching	3	7%
Public relations	1	2%
IT	3	7%
<b>Total</b>	42	100%

The target respondents taken were librarians in three public libraries in Indonesia, this is the Malang City Library and Archives Office, the Gunungkidul Library and Archives Office, and the Yogyakarta Special Region Library and Archives Office. Several respondents are spread across several different fields of work, namely 55% of the total number of respondents as many as 23 respondents are in the field of processing and collection development work, 29% of which 12 respondents are in the field of service work, 7% are in the IT field as many as 3 respondents and the coaching field by 7% as many as 3 people, and the last 2% several 1 person is in the field of Public Relations. This diversity of work fields is certainly very natural to occur in the work environment of public libraries because there are indeed many fields of work and the division must be adjusted to the needs of the library. It should not be too little or too much in one area of work. For example, in the collection processing department where there are indeed many work activities that must be done, the officers who work must also be adjusted to their workload so that library work activities can be completed optimally.

Table 3. Organization climate

Organizational Climate	Frequency					Means	Information
	1	2	3	4	5		
Formalization	14	18	33	49	54	3.66	Currently
Traditions	28	42	48	20	27	2.84	Currently
Innovation & Flexibility	3	7	43	81	76	4.48	Tall
Average						3.66	Tall

Table 3 above is a frequency distribution table of the Organizational Climate. Climate or organizational culture consists of several 3 dimensions, namely Formalization, Tradition, Innovation & Flexibility. This dimension of Formalization or formalization gets an average of the overall total of 3.66 and belongs to the medium category. The Tradition dimension gets an average of the overall total of 2.84 and belongs to the medium category. Finally, the Innovation & Flexibility dimension gets an average of the overall total of 3.38 and is included in the High category.

The innovation aspect of flexibility obtained the highest average among the other dimensions, at 4.48. This means that innovation and flexibility in organizational culture are approved by respondents with a High average score. Several respondents agreed on innovation and flexibility in organizations because the ideas of librarians are very welcome, library management also responds quickly when there are changes, and is responsive. When librarians are encouraged to propose several ideas or innovations then the organization must be able to accommodate or pay attention to the proposed idea. So that the librarian feels that the organization or management of the library is open to new ideas or developments.

In addition, several respondents agreed that flexibility in organization public library management is flexible in dealing with changes and quickly adapts to conditions last but not least, public library management assists in the development of ideas for librarians. The response from librarians shows the innovation and flexibility found in their work environment, namely the work environment of public libraries in Indonesia running properly. The journey of an organization is not always easy, there are even some challenges that demand a quick movement to change a situation. Only organizations that have good flexibility can read the situation to drive change. Innovation and flexibility will be one element or aspect that synergizes with each other if an organization or library can run both.

Meanwhile, the results of the formalization aspect of the climate or work environment obtained an average of 3.66 and were included in the medium category. This means that not a few and not many still agree with the formalization aspect of an organization. Indeed, formalization is still needed by organizations and even employees to regulate a procedure for work activities and their rules. For example, just as librarians are required to abide by rules, librarians can ignore procedures if they assist in the completion of public library work, all work must comply with the rules, and violations made will leave a response. The reality is that there are organizations that are formal and informal, all back to the needs of each individual, whether to enter and contribute to a formal or informal organization. However, in the end, everything that has clear procedures and rules will certainly be far from uncertainty. In a public library work environment, respondents do not turn a blind eye to formalization or rules that exist in an organization. The average from

the formalization aspect obtained an average of 3.66 and because it is included in the medium category, it means that formalization is still found in the work environment of public libraries in Indonesia.

Finally, the Tradition aspect of the organizational climate averaged 2.84 and was included in the Moderate category. It can be concluded that tradition in public libraries in Indonesia has begun to be abandoned. Because there are responses from respondents who disagree that tradition is still inherent in the work environment in Indonesian public libraries. For example, just as senior librarians like to maintain the traditional way of doing a job in a library, public library management is not interested in trying ideas from librarians, and public libraries are slow in doing a job. This does make the work environment boring with a traditional way of working as well as a senior librarian who is still attached to the culture of the past. Although the average tradition is still found in the work environment of public libraries in Indonesia, the average results show the lowest number compared to the average of the other two aspects. It can be concluded that the traditional aspects of the work environment of public libraries in Indonesia have begun to be abandoned because they are considered incompatible with the rapid development of information technology. Even some work systems can be easier to do because there is information technology.

## 4. Discussion

Judging from the results of research on the climate or work environment of public libraries in Indonesia using a qualitative approach method, a diverse picture of the work environment is obtained, such as a work environment that obeys the rules, a modern one that does not maintain traditional procedures, and a flexible, innovative work environment. From the results of observations, it can be seen that research that adopts 3 (three) aspects, namely Formalization, Tradition, and Innovation Flexibility, tends to describe more on the Innovation & Flexibility aspects. However, not a few also describe the formalization that is still well adhered to and obeyed by the people within the organization. In contrast to the Tradition aspect where each organization has developed and abandoned the old way of using the latest techniques.

### 1) Innovation & Flexibility

The innovation and flexibility aspects get the highest value from other aspects where innovation and flexibility are more approved in the organizational environment in public libraries in Indonesia. Innovation and flexibility in organizations are preferred by librarians because a library not only innovates but also has flexibility in that regard. Looking at the response to the Innovation & Flexibility dimension which has obtained a high average, it can be seen that the work environment of public libraries has developed in such a way that it prioritizes innovation and flexibility in the organization. Research conducted by (Shahzad, Xiu, and Shahbaz 2017) Is it only one? Two different? It can't be verified because it is not in the references also shows positive results that the performance of this organizational innovation depends on how the culture of the organization. Does it have a positive influence such as being open to ideas/innovations from librarians, being flexible in changing procedures and adjusting to circumstances, and the speed of responding in work?

## 2) Formalization

Formalization specs are still needed and used in work environments in public libraries as a matter of regulating work rules and procedures. The response to the formalization aspect ranks second only to the aspect of innovation and flexibility which acquires a high average value. We see that formalization is still happening in the working environment of public libraries in Indonesia. (García-Sánchez, García-Morales, and Martín-Rojas 2018) where other internal variables—such as technological assets, employee training, coordination of new management capabilities, and new flexible human resources and more adaptable organizational designs—must be encouraged to create value and competitive advantage. The purpose of our research is to analyse whether technological assets influence absorptive capacity (potential and realized absorptive capacity argues that formalization is considered a binding rule, policy, and procedure in an organization. When this formalization occurs conductively, it can produce important things for the company, but when it occurs rigidly, it will reduce flexibility so that it is considered an unnecessary obstacle (Gibson, Dunlop, and Cordery 2019). Organizational formalization in this case is related to well-defined work as well as rulemaking, decision-making, and policy implementation (Victor 2020). In addition, the focus of formalization is not on the relationship between superiors and subordinates but on workers and jobs. Formalization is likely to affect the ability of employees because it is considered limiting but management standards are to increase formalization in the sense of establishing and enforcing appropriate procedures and actions (Fischer et al. 2019). Because of this, formalization still occurs naturally in the work environment of public libraries in Indonesia.

## 3) Tradition

The response from the aspect of tradition in the work environment in public libraries in Indonesia obtained the lowest average. Boedov argues that tradition is considered a conservative structure passed down from previous generations and understood as an inherent behavior in the community of an organization (2017). This tradition is usually characterized by the intensity of communication with which there are usually certain behaviors and types of communication. In a more modern context, Boedov also states that this tradition is a creative process that creates a worldview, and forms attitudes and programs of life. Unfortunately, research on the work environment in public libraries in Indonesia does not tend to describe aspects of tradition by obtaining low average figures.

## 4. Conclusion

Result of the study it can be concluded that of the three organizational cultures the most highly challenged is a culture of innovation and flexibility in carrying out duties as a librarian. The results also reveal that in the library a culture of formality still exists, this is because in the library a lot of work is routine in nature and also because it is located in a public organization with a lot of bureaucracy to go through. But this is not a barrier for libraries to update because in completing their work they are flexible. Libraries need to maintain a culture of innovation and flexibility in work so that librarians can be improved to complete their work in routine jobs. Future research uses other variables to measure factors that influence cultural innovation in public libraries.

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## Questionnaire

Gender:

Hp:

Originating Agency:

Field of Work:

Length of Work:

Innovations that exist in the workplace:

Innovations once proposed:

Is Making a Proposal every year? Yes/No

No	Statement	STS	TS	N	S	SS
1	Librarians are required to comply with established regulations					
2	Librarians can ignore formal procedures and rules if it helps get work done in public libraries					
3	All work performed in the library must comply with the established rules					
4	No one is too angry if there is a librarian who violates the rules in the public library					
5	Senior librarians like to maintain the traditional/conventional way of doing things in public libraries					
6	The way public libraries do their jobs hasn't changed much					
7	Library management is not interested in trying new ideas from librarians					
8	Changes in public libraries in the way they do work happen very slowly					
9	The ideas of librarians are very accepted by the public library					
10	Public library management is quick to respond when changes are needed to be made in the work					
11	Public library management quickly recognizes the need to do things differently					
12	Public library management is very flexible, it can quickly change procedures to adapt to new conditions and solve problems that arise					
13	Public library management provides assistance in developing new ideas from librarians					