



Organizational Communication Climate During The Covid-19 Pandemic at Cirebon Public Library, West Java, Indonesia

Auvia Yufial Muna
Study Program of Library Science
Faculty of Humanities, Universitas Indonesia
Depok, Indonesia
E-mail: auviayufial@gmail.com

LaksmiLaksmi
Department of Library and Information Science
Faculty of Humanities, Universitas Indonesia
Depok, Indonesia
E-mail: laksmi@ui.ac.id

Abstract

During the COVID-19 pandemic, the Cirebon Public Library implemented a work-at-home system. This research aims to identify the organizational communication climate using a qualitative approach and case study method as well as data collection in March-May 2021. The results showed that the organizational communication climate during the COVID-19 pandemic in the library was running strictly. If the employees were assigned to work from home, he/she could be called into the office to discuss the required work. The superior's trust in the subordinates is weak, and there is a lack of reminders of high-performance goals. In essence, during the pandemic, the organizational communication climate at the Cirebon Public Library requires every staff who works from home to be on standby. This paper suggests that the library needs to develop working guidelines, create posters as a reminder to instill high-performance goals, and encourage the superior to trust the subordinates.

Keywords: Organizational communication climate, Communication flow, Public libraries, librarians

1. Introduction

Organizational communication climate is defined by perceptions, macro-evaluations of communicative events, human behavior, employee responses to one another, expectations,



interpersonal conflicts, and opportunities for growth within the organization (Rangarajan, 2017). Communication climate is necessary for organizational development, including the library. A supportive organizational communication climate influences the high performance of public libraries. A supportive communication climate positively influences employees during their work, so they can help the organization grow for the better.

A study on the communication climate in the library previously conducted by Rahmi and Laksmi (2019) shows that the communication climate in Intan Special Library has not been entirely conducive and supportive. It happened due to several factors, such as the superiors assigning irrelevant tasks, e.g., asking staff to be personal drivers; the assumptions of particular units in the library, e.g., feelings of invaluable and unimportant to the organization; lack of employee involvement in decision making leading to reluctance to provide ideas. As studied by Neill, Men, and Yue (2019), communication climate also impacts change. It was found that an open and participatory communication climate increased how employees identify with the organization, resulting in positive employee reactions to change.

Based on these two studies, the organizational communication climate during the COVID-19 pandemic significantly impacted organizational development and employee productivity. The organizational climate during the pandemic changed, for the Cirebon Public Library closed all library services and forced the staff to work from home. Currently, only 75% of the employees work at the library, and 25% work from home. In addition, the institution cut the budget by 75%. Based on these problems, the research question in this paper is related to the communication climate at the Cirebon Public Library during the COVID-19 pandemic from the perspective of the communication flow and Redding's five dimensions of the organizational communication climate, namely trust, participative decision-making, honesty, openness in downward communication to staffs, listening in upward communication, and high-performance goals (Vårheim, 2014).

This study aims to identify the communication climate of the Cirebon Public Library based on Redding's five dimensions of communication climate and communication flow, as well as changes in work practices that occurred during the COVID-19 pandemic. The significance of the research is to develop a strategy for a conducive communication climate in times of crisis.



1. Theoretical Framework

1.1. *Organizational communication climate concept*

Organizational communication climate is a subjective reaction based on the perception of organizational members about communication events in an organization, where members know the working methods, who is in control, what the rituals are like, and how socialization takes place (Zalabak, 2016). The communication climate allows members to describe their unique impression of their work to others, both positive and negative, which can affect the way employees survive in the work environment; to whom employees talk, have feelings of love, know what they want to achieve, and how to adapt to the organization (Nurlita, 2012). It can be concluded that the communication climate reflects an employee's collaborative atmosphere and feelings, which can strongly affect both the increasing ability of each individual and the work efficiency in the environment (Nurlita, 2012).

There are five dimensions to evaluate the overall communication climate mentioned by Redding (Hardjana, 2019), namely:

- a) Supportiveness. Communication with the superiors will give the subordinates confidence and security that they are valuable and meaningful to the organization.
- b) Participative decision-making. The superiors who involve the subordinates in decision-making will show their appreciation to the subordinates.
- c) Trust, confidence, and credibility. These three values build trustworthy and reliable communication, free from manipulation. Thus, trust is established in the relationship between the superiors and the subordinates.
- d) Openness and sincerity. Openness and honesty while speaking and listening allow everyone to speak freely without pretensions and manipulations while communicating with their superiors and colleagues.
- e) Attention to high-performance goals includes several things such as high productivity, high quality of work, completing activities at low costs, and helping each other among members of the organization.

1.2. Communication Flow

Organizational communication has three channels, namely downward communication, upward communication, and horizontal communication. First, downward communication flows from the superiors to the subordinates. There are five types of downward communication, namely: information about work instructions, information about work, information about organizational practices and procedures, feedback on employee performance, and information to instill mission and goals. Second, upward communication flows from the subordinates to the superiors, such as when the subordinates ask questions, provide feedback, and provide suggestions. This path is considered difficult due to numerous factors, such as the subordinates hiding their thoughts, superiors not being interested in the problems experienced by the subordinates, and others. Third, horizontal communication occurs laterally or diagonally in an organization between colleagues at the same level, usually aiming to deal with task coordination, problem-solving, conflict resolution, and information sharing. Organizational communication that goes well will certainly support organizational goals through the level of individual and organizational productivity (Romadona & Setiawan, 2020).

2. District/City Public Libraries

District/City public libraries are public libraries managed by the local government. Other types of government libraries are provincial libraries, sub-district libraries, and village libraries. Libraries that are managed privately or individually are usually in the form of community reading parks or also known as community libraries. In Law Number 43 of 2007 on Libraries, a public library is a library that is intended for the broader community as a means or place to support lifelong learning regardless of the user's background, such as age, gender, ethnicity, race, religion, and socio-economic status. Public libraries are local information centers where all kinds of knowledge and information are available to users (Rubin & Rubin, 2020). The purpose of public libraries is to meet the information needs of the local community and provide access for the community to reading materials that suit their needs.



To conduct its role, human resources must support public libraries to provide full service to the broader community. Government public libraries are operated by the employees who work for the government, called ASN (*Aparatur Sipil Negara* - Civil Apparatus) (Rahayu, 2013). Law No. 5 of 2014 on State Civil Apparatus states that ASN is a civil servant and a government employee with a work agreement appointed by a civil service officer, entrusted with other state duties, and paid according to the laws and regulations. ASN has a role in planning, implementing, and supervising the implementation of general government tasks and development tasks through professional implementation and public services (Pio, 2018). In addition to ASN, there are contract workers, commonly referred to as honorary workers. The contract workers are usually technical staff at the library who is not a librarian.

3. Research Methodology

This research applies a qualitative approach with a case study analysis method. The qualitative approach aims to explore and understand the meaning of individuals or groups, referring to social or human problems. This method develops an in-depth analysis of a case related to the communication climate during a pandemic (Cresswell & Cresswell, 2018).

Seventeen informants were selected using a snowball sampling technique at the Cirebon Public Library. Data were collected using in-depth interviews, observation, and document analysis methods from 3 March to 7 May 2021. Observations focused on interactions between individuals and their environment, both in the form of verbal and non-verbal communication. The data analysis process was carried out using three stages of Strauss and Corbin coding, namely open coding, axial coding, and selective coding; the results of the relationships between categories were integrated into the core categories (Ezmir, 2018; Flick, 2014). The analysis stage will show the pattern of organizational communication climate, which is then interpreted based on the concept of organizational communication climate.

4. Results and Discussion

4.1. Cirebon Public Library Profile

Structurally, the Cirebon Public Library is under the Head of the Cirebon Archives and Library Office, which is directly responsible to the Cirebon Regent. The Public Library was initially established due to the concern of Mr. Drs. H. Sukarso, who then built a library in 1980 named



TBMB (*Taman Bacaan Masyarakat Type B - Type B Community Reading Park*). In 1986, the status of TBMB was upgraded to a Library UPT (*Unit Pelayanan Teknis - Technical Service Unit*) under the Cirebon P&K Agency, and in 1995, the status was confirmed to be a Library UPTD (*Unit Pelaksana Teknis Daerah - Regional Technical Implementation Unit*) under the Cultural and Tourism Communications Agency. In 2000, the Regional Library of Cirebon was converted into a Public Library Office. In 2001, the institutional status changed to UPT Regional Library. Based on Government Regulation No. 18 of 2014 and Regent's Regulation No. 61 of 2016, Cirebon concerning Institutions, the Library Office and Archives Office were integrated into the Cirebon Archives and Library Office.

Coordination and communication are conducted in stages according to the position held by everyone (Stueart, Moran, & Morner, 2012; Hardjana, 2019; Kakirman-Yildiz, 2012). Librarians have positions as staff who have functional positions and the authority to coordinate with the Head of Office directly. In addition, there is a technical workforce that supports the librarians' work. They all work based on the vision and mission of the Cirebon Archives and Library Office. Its vision is to create an orderly archive and reading culture for the people of Cirebon, which is formulated into its mission, namely improving the quality of archiving management, protection of regional archives, archiving services, community literacy culture, library management, and public accessibility to reading materials and libraries.

The Cirebon Public Library has circulation services, free membership card services, library consulting services, reader advisor work, storytelling services, library training services, mobile library car services, audio-visual services, free hotspots, and other community development activities. From the observations during the COVID-19 pandemic, the Cirebon Public Library continues to strive for its role as an information center for the local community. The library provides literacy services based on social inclusion several times, such as hydroponic training and basic online-based business training, which still adheres to health protocols. It is an effort to provide services and improve the welfare and quality of life of the local community in times of crisis.

4.2. Human Resources at Cirebon Public Library

The human resources of the Cirebon Archives and Library Office consists of the Head of Office,



Head of Service Division, Head of the Library Service Section, eleven librarians, and three honorary staff. Among the existing librarians, only three people have an educational background in library science. Librarians at these institutions are dominated by ASN who were transferred from another agency to become librarians after attending training. One of the most dominant librarians is Santi. She actively communicates with her superiors, is often involved as a representative in decision-making meetings, and often expresses innovative ideas related to library activities (Kakirman-Yildiz, 2012).

The Cirebon Public Library has four divisions, namely the coaching, development, management, and services, each of which oversees two section heads who manage every matter in the archives and library. The Head of Service Division who comes to the library every day and has a workspace in the library is only the Head of Service Division and the Head of the Library Service Section. The other three section heads have their offices in the office secretariat, which is still in the same building as the office that manages archival affairs. In fact, at the beginning of 2020, the superiors had made efforts to provide spaces for the three section heads in the library, but it only lasted two days. Based on the observations, it is because the office condition in the library is not as comfortable as the one in the office secretariat.

4.3. Work Practices During the COVID-19 Pandemic

During the crisis period of COVID-19, all library services could not run as usual. The employees were forced to work from home. The work practices during the pandemic at the library are as follows:

4.3.1. *The surveillance system is loose*

From the beginning of the pandemic in March 2020 to April 2021, the regulation required the employees to work from home consecutively, based on the schedule set by the Secretariat of the Cirebon Archives and Library Office. The librarians and staff were waiting for information in the WhatsApp group to find their turn. However, it turned out to be a new problem as there had been no apparent supervision regarding attendance when working from home for one year.

Ideally, supervision is needed to ensure the subordinates continue to work even from home so that all are on the right track to achieve the goals (Stuart, & Moran, 2012). With the WFH system, the house that was originally a place to rest is now transformed into a place to work.



When there is no supervision, work motivation decreases for the employees who get a schedule to work from home. As stated by Mustajab et al. (2020), the decrease in employee motivation during the WFH period was due to dilemmas and mindsets regarding the perception of the house as a place to rest. It affects the development of organizational communication climate, specifically on the dimensions of high-performance goals. The absence of apparent supervision will cause the productivity and motivation of the subordinates to decrease.

The supervision of the subordinates who work from the office has changed. Under normal conditions, employee attendance uses fingerprints; now, they use manual attendance which is printed media. Here is an excerpt from Susi's conversation:

"No, fingerprints are not mandatory; the reason is that it is a medium (of COVID-19 spread). But the printed signature is also a medium. Here, people use fingerprint because there is an increase in allowances, so when there is no fingerprint, what should I do. Whether there is a WFH or WFO fingerprint, it should still be applied." (Interview with Susi, 9 April 2021).

Susi is a librarian assigned to assist the Office and placed in the Secretariat. It is in line with Dina's statement as a Head of Service Division, who added that an employee also assists the superior in evaluating:

"Right now, fingerprints are not obliged there, right, so it (the attendance) is recorded through manual absence, right? The superior (Head of Office) assigns someone to evaluate it, he just knows, for example, if a certain female employee comes late, that is what he knows." (Interview with Dina, 20 April 2021).

The change in the electronic attendance system to the manual since the beginning of the work-from-home system was caused by the thought that fingerprint was a medium that could potentially spread COVID-19. It was also stated that using fingerprints within the Cirebon local government was still associated as a method to increase benefits. In other words, it has not built the awareness of individual discipline and responsibility.

4.3.2. *Must be ready to go to the office anytime*

The decision to work from home is regulated based on a circular from the Cirebon government, which is sometimes late. A few months before the end of 2021, the stipulation in the circular letter stated that only 50% of the employees could work directly in the office regardless of their position. It was due to the difficulty of coordinating if they worked from home. At first, all



employees got the WFH schedule. However, the daily tasks were not completed. Thus, in the end, the superiors determined that only staff and contract workers got WFH schedules. The people holding structural positions had to come to the office to regulate and supervise their subordinates' work.

Santi and Farhan, the Head of the Library Service Section (interviewed on 7 May 2021), stated that they had to be on standby, so they could not attend to personal matters as they pleased. It often happened because communicating and coordinating work were conducted directly in the office, related to past work evaluations or future work plans. The Cirebon Public Library people were not used to the technology. Dina's following statement supports it:

"Mmm, when it comes to the use of technology, such as the use of zoom meetings between us, the provinces, and the central state, we have not used it. Especially in local government, we have not used (it). We still meet face to face." (Interview with Dina, 15 April 2021).

It can be concluded that the Head of Office of the Cirebon Public Library prefers direct discussions if necessary. In addition, the library is not ready if all activities, including discussions or meetings, are mediated by technology. One of the factors is that most people in the Cirebon area are not familiar with the technology.

4.3.3. *The work program has changed a lot to adjust to the situation*

The COVID-19 pandemic has dramatically affected the public service sector and the Cirebon Public Library services. The impact of this COVID-19 has resulted in a significant budget cut. According to one informant, the budget is only sufficient for personnel spending. Initially, the library evaluated the activities that had been conducted and planned activities that could be conducted during the COVID-19 pandemic. Procurement of the collection, which had initially been for four packages, was reduced to one package only. The mobile library, which previously served to lend books to several elementary schools, operated only through the village's literacy communities. It aimed to provide access to the book to school children, so they did not forget books even though teaching and learning activities were conducted virtually. However, for the last few months in 2021, the library tried to provide services to the community through social inclusion-based literacy activities. The library must still achieve its goals, as stated by Rony, the Head of the Service:

"During this pandemic... many changes have been felt. But, the point is that we are building a joint commitment among the employees, including to the functional, that this pandemic should not be an obstacle to achieving targets or performance targets. I must build communication that they can accept so that even without a budget, we should be able to perform our duties optimally. The pandemic will impact the budget, especially the library service sector." (Interview with Rony, 18 March 2021).

As the highest leader, the Head of Office, builds communication that can be accepted by his subordinates and encourages them to achieve work goals during the COVID-19 pandemic. It is in line with the concept that tele-working needs to be based on dialogue between management and the workers to work effectively and not be a source of stress for the workers (International Labour Organization, 2020; Daryono, 2019). The COVID-19 pandemic has also allowed the Cirebon Public Library to make improvements by conducting stock taking. This activity took place from June 2020 to May 2021. It was done because the library had never conducted such activities since its inception.

"So, the stock-taking until now is still running. So, while fixing the internal, we found a problem: we never did stock taking. We do not know the number of our book stock; the number of books lost; the number of books that have not been returned." (Interview with Susi, 15 April 2021)

The re-enumeration work is divided evenly, so everyone has their responsibilities and targets. In addition, Susi's statement proves that the library started everything by identifying problems and then fixing them. They realized that the impact of this pandemic caused many service activities to be reduced so that the staff could not work. Having no task during a pandemic can be overcome by doing some possible activities, like stock taking.

4.4. Organizational Communication Climate at the Cirebon Public Library

Organizational communication at the Cirebon Public Library has a sequential flow of information in conveying its message (Ruliana, 2014). The Head of Office can directly convey messages or information to the Head of Service Division, who forwards the information to the Head of the Library Service Section, which is then forwarded to his staff, including librarians and honorary staff. The information from the Head of Office is relayed through a written disposition sheet forwarded orally by the Head of the Library Service Section to his staff. In upward communication, the pattern is also conducted in a structured manner. The dynamics of the organizational communication climate in the Cirebon Public Library are as follows:



- a. Support: The subordinates consider communication with the superior forms self-confidence and the belief that they are valuable, and their work is meaningful to the organization (Hardjana, 2019; Afkhani, 2019). Based on the organizational structure, communication or message dissemination patterns are conducted sequentially from top to bottom and forwarded to the bottom again or vice versa. In upward communication, temporary employees can only communicate with the Head of the Library Service Section and functional librarian. Unlike functional librarians, they can communicate directly with the Head of Office. It follows the concept that mentions the flow of interline communication, an act of communication to share information across functional boundaries (Situmeang, 2016). From the observations, only a few librarians often communicate with the Head of Office.

Support from the superiors is seen when supervising the subordinates during work; the superior does not stay in place; he leaves his room to interact and greet his subordinates (Ruliana, 2014). The superiors are often in the library, either before or during the pandemic, to simply say hello or gather their subordinates to evaluate work progress, obstacles, or difficulties. In addition, the superior appreciates the ideas or proposals from his subordinates, especially if they align with the organization's goals. It even gives the subordinates the flexibility to innovate. One of the ideas accepted by the superior is literacy activities based on social inclusion. This acceptance can provide a sense of being valuable for the subordinates to continue contributing to the organization's progress. The subordinates' emotional reactions are obtained from organizational support, including how the organization pays attention to well-being and contributions to work (Lee, 2021).

In addition, support among colleagues is established. The subordinates communicate the problems to co-workers and then seek solutions. It is in line with the argument of Suteart et al. (2012), which states that horizontal communication usually aims to solve problems or conflicts. It is interpreted that the communication between co-workers as well as between superiors and subordinates shows mutually supportive actions.

- b. Participation in decision-making: When the superiors involve their subordinates in making decisions, it certainly has a good impact on the subordinates' sense of worth. It is in line with the concept that participative decision-making makes subordinates feel more valued in the organization, more influence, and more control at work (Miller, 2015; Hardjana, 2019). The

decision-making process in these institutions is usually conducted through meetings involving all levels of the department's structure, including the Head of Office and the Head of Service Division. At certain times, representatives of general functional, archivist functional, and librarian are included in the forum, based on the bureaucratic system and organizational structure. Contract/honorary workers are also allowed to provide input in decision-making related to their skills, such as selecting tools that support the work in the form of computers, printers, and others.

Participation in decision-making is also seen during program evaluation and planning during the COVID-19 pandemic. Even though the superior has an innovative delivery service idea, he does not force his will. The superior accepted the argument when the Head of the Library Service Section said that the idea was difficult and impossible to implement due to cost constraints. Such an attitude makes subordinates feel valued and vital because they are involved in decision-making.

- c. Trust, confidence, and reliability: A conducive communication climate is also influenced by the trust, confidence, and credibility among an organization's members. To a certain degree, communication sources and events are dependable, trustworthy, and free of manipulation; and relationships between superiors and subordinates occur based on mutual trust (Hardjana, 2019). Superiors' trust can trigger a subordinate to give maximum effort and concentration on each given task or job.

The value of trust, confidence, and reliability in the Cirebon Public Library can be seen in the superiors' trust in their staff in conducting their work (Vårheim, 2014; Stueart, Moran, & Morner, 2012). In every technical matter related to work in the field, the superiors always provide space for participative decision-making. The superiors realize that the staff knows better about field conditions. For the literacy development activities based on social inclusion, all activities are entrusted to the librarians, who better understand the community's information needs.

The communication climate is not conducive when the superior gives trust to certain people, but it is not under their field of duty (Wakimoto, 2021; Rahmi & Laksmi, 2019; Vårheim, 2014). The superior assigns tasks to the Head of Service Division which is not his/her



primary duties. It triggers anxiety among the staffs and creates an unequal division of labor. Ideally, trust and communication are directly proportional; when trust increases, the communication also increases and vice versa; when trust decreases, the intensity of communication also decreases (Manita, Handayani, & Lani, 2020). Thus, the loss of trust leads to a loss of desire to communicate.

Besides, the responsibilities outside the main tasks and functions are assigned because the office of the Head of Development, Management, and Coaching Section, who oversees library affairs, is not placed in the library. As a result, the Head of the Library Service Section was overworked with assignments outside his responsibilities. The Head of the Library Service Section is given the task of managing cooperation, which is the job of the Head of the Development Division. Although he does not feel burdened by the additional responsibilities, it would be better if he focused all his attention on his main tasks. To improve this situation, the superior should place the offices of section heads who manage library affairs in the library building to facilitate the flow of work, including delivering messages and distributing work.

- d. Openness and honesty: An open attitude among the employees at the Cirebon Public Library positively impacts the organizational communication climate and forms a positive working relationship; therefore, it will increase the participation and self-actualization of each employee, effort to maintain the entrusted trust, and responsibility for achieving organizational goals (Pardede, et.al., 2014). They can communicate any problems in the field. For example, during stock-taking, librarians who do not understand something will express their difficulties to other librarians who understand better and can help overcome them. It is in line with the concept of Pace and Faules, which states that information disclosure is also related to the ease with which members of the organization obtain information that is directly related to their work at that time (Luthfie, Vitalaya, & Saleh, 2016).

Horizontal communication among the librarians is quite good, reflected in their daily interactions. The atmosphere at the office is comfortable but serious, for they occasionally talk about family, children's schoolwork, and often office problems. Even though WFH is implemented, all employees can get the latest information. Likewise, when the leader finishes discussing a specific matter with the representatives of structural officials and



librarians, he will convey the meeting results or the latest information through a specific librarian WhatsApp group so that all members can access it. It is in accordance with the concept that openness is characterized by clear job descriptions and work directions from the superiors to the subordinates; information about work assignments is disseminated through easily accessible channels (Juhana, 2020).

The openness among the library employees is also reflected in three (3) separate rooms, which are open to everyone. Those are the offices of (1) the Head of the Library Service Section and Librarian; (2) the Head of Service Division and Librarian; and (3) the librarians. There are no partitions and barriers in the room, so all employees can interact directly. Openness in an organization serves as an effective method of providing information to the employees that can be used to identify (Bartels, et.al, 2010 cited in Nwagbara & Uduma, 2016).

Based on the observations, the Head of Office likes to gather the subordinates to inquire about any obstacles or problems they find during work. It provides an opportunity for two-way communication, even though some feel uncomfortable because the topic of discussion remains the same. This opportunity to discuss leads to maximum performance targets.

- e. High-performance goals: High-performance goals are related to completing activities at a low cost. All organizational members in the library, from structural to functional levels, show their commitment by participating in various training. Another practice is seen in stock-taking activities, which are conducted by dividing the work evenly among each member. The commitment to high-performance goals is shown by each member of the organization, such as high productivity, high-quality work, completing activities at low costs, and helping each other in achieving quality work, which is in line with Redding's arguments (Ruliana, 2014).

Productivity is the attitude of the employees to complete work with high enthusiasm and to have habits to improve performance (Pangumpia, 2013). One of the efforts to boost productivity pursued by the Head of Office is maximizing working hours and not allowing his subordinates to leave early. The library continues to pursue literacy development programs based on social inclusion through various training that limit quotas and comply with health protocols, such as online-based basic training, hydroponic training, hypnoparenting training (a strategy for educating children during the COVID-19 pandemic), waste recycling training,



and others. Increasing community accessibility to reading materials is pursued through reading communities in each region, both sub-districts and villages.

Unfortunately, there are no posters or pamphlets regarding the vision and mission in the library building. When asked about the vision and mission, some employees directly pointed to the office secretariat. During the COVID-19 pandemic, the superior establishes communication with their staff and representatives from each functional (general, archivist, and librarian) regarding the goals that need to be achieved in times of crisis due to the COVID-19 pandemic. In addition, the superior is a perfectionist, frequently communicating with his subordinates to evaluate, ask about the work progress, and provide directions to improve the work. It is in line with the concept, which states that one of the concerns of high-performance goals includes setting realistic and measurable work targets from the superior, as well as the presence of suggestions regarding the best way of working with his subordinates (Juhana, 2020).

5. Conclusion

The organizational communication climate at the Cirebon Public Library during the COVID-19 pandemic was conducted by requiring the employees to be on standby on weekdays even though they were WFH to discuss or finish work. The communication climate is strongly supported by openness, honesty, support, and participation in decision-making. For the aspect of openness, communication among the subordinates as well as between the subordinates and the superior is transparent and open. For support, the superior always invites his subordinates to discuss work evaluation, progress, or obstacles, including work completion. For the aspect of participation in decision-making, the process always involves all parties, and the superior always appreciates the ideas or suggestions from the subordinates. However, it is not optimal due to low trust and high-performance goals. For the aspect of trust, there is still a workload given to certain people who are more trusted by the superior. For high-performance goals, all members strive to maintain their productivity through various programs. The organizational communication flow in the library is conducted both formally and informally. Message delivery is done sequentially from the highest to the lowest level and vice versa. Horizontal communication occurs more informally, so all colleagues are free to say anything in the workspace.



The organizational communication climate in the library is expected to be more conducive with the following suggestions: 1) The library should create work guidelines regarding library management when facing a pandemic and create work that can be conducted during WFH. 2) The superior should motivate the subordinates by providing reminders that can be accessed at any time, such as printing posters of the organization's vision and mission to instill high-performance goals. 3) The superior should build every employee's confidence to work according to their primary duties and functions; it is an appreciation attitude because they can conduct their work well.

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