Winter 1-17-2019

THE ORGANIZATION COMMUNICATION CLIMATE AT INTAN SPECIAL LIBRARY

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ABSTRACT
This study discussed about Intan Special Library organization communication climate in terms of information flow and five dimensions of the communication climate namely support, decision making participation, openness, trust, and high performance goals. The purpose of this research was to understand and provide an overview of the communication climate of Intan Special Library and what factors influenced the climate formation. This research used qualitative approach with case study method. The results of this study indicated that the communication climate formed in the Intan library was a climate of communication that was not supportive / negative because it was dominated by the flow of "down information" (communication of superiors to subordinates). "Top-down" decision making caused employees to feel neglected. This situation was caused by communication in library management was a hierarchical relationship between superiors and subordinates. In addition, the existence of interests at echelon I level made policies that were not in accordance with the library staff's duties, that were car wash pickets and additional duties as a driver. This leads to feel of under-appreciation and did not feel considered to be important person to the organization.

Keywords: climate of organization communication, information flow, hierarchy, special library

Introduction

Communication can be said as basic human activity, because by communicating people can be related to each other. The importance of communication to humans can not be denied, as well as to an organization. Communication is a human need in influencing human behavior in an organization. Communication encompasses all activities within the organization that can lead to a sense of mutual understanding and cooperation among its members (Muhammad, 2004; Stueart & Moran, 2007).

The library is an organization that provides services in the provision and service of information. Called as an organization because the library consists of various parts that have their respective duties and functions, but have the same purpose. As an organization, every activity in the library is certainly not free from communication (Stueart & Moran, 2007; Hayati,

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2014). Communication can occur in every part (division) that is in the library. In addition to improving service and quality for users, all programs made by the library should lead to vision and mission. Therefore, in order for the library to achieve the desired vision and mission, librarians must communicate with each other and coordinate with each other. Good communication created by officers can not be separated from the importance of their understanding of the communication climate formed in the organizations where they work.

A fraternal communication climate encourages organizational members to communicate openly, relax and be friendly with other members (Muhammad, 2004). While the negative communication climate makes members of the organization do not dare to communicate openly and full of brotherhood. Therefore, a communication climate that is not conducive can lead to disputes. Thus, decision-making that requires the opinions of members of the organization can not go well. As a result, the contribution provided by members of the organization to the organization becomes less than optimal. This also affects the satisfaction of the members of the organization which has an impact on work effectiveness and productivity. This is in line with the opinion of Ruliana (2016) which states that the communication climate can be an important influence on organizational productivity.

This study focuses on the climate of organizational communication in specialized libraries by case study methods. This study looks at the organizational communication climate through five types of information flow ie upward communication, downward communication, horizontal communication, cross-channel communication and informal, personal, or grappling communication. In addition, the flow of information is also seen through the use of WhatsApp chat media. This study will also analyze the organizational communication climate based on the five dimensions of organizational communication climate proposed by Redding (1972).

Field findings showed that Intan Special Library (pseudonym) received less attention from echelon I leaders. This is evident in the lack of budget allocations for library development, inequalities in employment because there are employees with more than one position, and library staff assigned as additional drivers. Therefore, more in-depth research is needed to understand the organizational communication climate contained in the Intan Special Library.

Although activities or activities related to the use of specialized libraries are not as high in intensity as they are in university libraries, but specialized libraries are still needed to meet the information needs of their parent organizations. In addition, special libraries must also strive to carry out their vision and mission and increase the productivity of their employees so that organizational goals can be achieved.

Literature Review

Climate forms the atmosphere in an organization that encourages or inhibits communication (Nordin, et al., 2014). Organizations with a supportive work environment will encourage worker participation, free and open exchange of information, and constructive conflict resolution. Meanwhile, organizations with a defensive climate will make employees maintain their views for themselves, only make statements that make themselves safe, and suffer from reduced morale. So effective communication is important for the formation of a collaborative communication climate.

The communication climate is as a perception of communication events, human behavior, expectations, employee responses to other employees, inter-agency conflicts, and opportunities for the growth of the organization itself (Pace & Faules, 2016). Climate communication is important for an organization, because it can affect the way of life of employees in it, such as to whom to speak, who liked, how employees feel, how employee work, how employees develop, how employees adjust to the organization, and what employees want to achieve.

Redding (1972) as quoted by Ruliana (2016) found that to look further at an organizational communication climate we must refer to five important dimensions of the communication climate, namely:

1. Support. Support is shown by mutual respect of the staff and superiors through the act of greeting when meeting each other, fostering valuable feelings for subordinates so that he feels that he is valuable and important to the organization.

2. Participation in Decision Making. Employees at all levels must be given the opportunity to communicate and consult with management above them, so that they can participate in the decision making process and goal setting.

3. Trust, Confidence, Reliability. Bosses who give full confidence to subordinates in carrying out the task will get a positive response. For example, subordinates will work maximally in doing every job because he is motivated by the trust given by the boss.

4. Openness. Members of the organization must obtain information directly related to their duties. This may affect their ability to coordinate their work with people or other parts.

5. High Performance Goals. Members of the organization at all levels must demonstrate a commitment to high-performance goals, high productivity, high quality, low cost, and show great attention to other organizational members.

So, it can be said that the communication climate can influence employees to be honest when working, eager to seize opportunities within the organization, support colleagues and

employees of other organizations, offer innovative ideas and ideas for organizational improvement, and carry out creative tasks. A non-conducive (negative) communication climate can damage the decisions taken by employees regarding how they will work and participate in the organization. A positive climate communication can affect the efforts of employees and will increase and support commitment to the organization.

The information flow occurs within the organization (Pace & Faules, 2013). The first information flow is upward communication; second information flow is downward communication; the third information flow is horizontal communication; the fourth information flow is cross-channel communication; and the fifth information flow is informal, personal or grapevine communication. Daily communication by members of the organization typically uses verbal and nonverbal communication. However, in today's digital age, social media is also a medium for communicating. One social media that can be used as a communication medium is the WhatsApp messaging application which is sending instant messages, creating user groups to communicate with each other, .expressing their personalities by uploading photos, posting profile photos, and posting status (Rajput, 2015). With the existence of the group, organizational messages can be easily disseminated to later be understood and implemented by each member of the organization.

Regulation No. 43 of 2007 on the Library explained that special libraries are libraries that are reserved for a limited audience within government institutions, community institutions, religious education institutions, houses of worship, or other organizations. Surachman (2005) in Rufaidah (2009) explained that special libraries were established to support the vision and mission of certain institutions that functioned as information centers primarily concerned with research and development. Specialized libraries are information organizations sponsored by private companies, government agencies, nonprofits or professional associations (Rubin, 2016). The purpose of the special library is none other than to meet the information needs of the member / environment where the particular library is located.

Research Methodology

This research used a qualitative approach with case study method. The process of collecting data was done through direct observation, in-depth interviews, and document analysis. Observations were made to identify and provide a direct picture of the communication climate of Intan Special Library organization. In addition to observation, interview activities were also conducted face-to-face with informants selected by snowball sampling technique. The informants are Head of Library and Publication, one Sub-Head of Library, one Head of

Publication, and two library staff. While the documents analyzed in this study are the disposition letter, official travel reports, meeting minutes, and conversations on Whatsapp. In this study, the data found, either through observation, interviews, or document analysis will be recorded and recorded into fieldnotes. In this way, data on this research was expected to be viewed holistically and thoroughly. After the data was recorded in the fieldnotes, the researcher then interprets the data obtained using the literature and concepts of knowledge held by the researcher.

Findings

Human resources at the Intan Special Library

The managers of Library and Publication Unit are mostly career diplomats, they are not librarians. Only two staff have diplome in Library, Information, and Document Management background. Intan Library is under the auspices of echelon II namely the secretary of the Agency for Policy Development and Assessment of the Ministry of Foreign Affairs. The Library and Publication Unit is currently led by Raffi. As a diplomat, every three years Raffi will be overseas. Raffi has worked at the Parent Institution since 1993, but has only been placed in Library and Publication Unit for 2.5 years. In 2019 later, Raffi will depart service to Poland. His educational background is international law and international relations majors.

The Head of Library and Publication Unit leads three sub-heads, namely libraries, publications, and information dissemination. The Sub-head of Library, Budi, has been working at the library since 2011. Previously Budi had worked in the finance and budget for 3 years and publications for 6 years. His educational background is Communication Science. He is responsible for handling library management, in terms of collections, facilities, services, and annual activities (seminars, book operations, etc.). While Head of Publication, Niko, working at this unit since November 2017, his educational background is international relations and science. His status as a diplomat, made Niko overseas in July 2018. Prior to serving as Head of Publications, he had worked in Administration and Organizational Planning Unit. He is responsible for handling publications. Library and Publication Unit has so far only facilitated the issue of funding and printing of these publications. The last Sub-Head of Information Dissemination is held by Tito. He also served as secretary to the Head of the the Agency for Policy Development and Assessment. In general, he is responsible for disseminating the results of the the Agency for Policy Development and Assessment study to universities or libraries in Indonesia.

By 2018, Intan Special Library 2018 will have 4 staff members namely David, Eko, Arif, and Yuni. David and Eko have worked for approximately 7.5 years since 2010. Currently they are honorary staff in the Parent institution. David's field of work is more focused on making pamphlet or poster designs, social media administration, SLiMS and OPAC management, and correspondence. Meanwhile, Eko's field of work is more specialized in library visitor services, such as guiding incoming visitors, photocopying services, and helping with book searches. Whereas Eko and Yuni, as previously explained, will work directly in assisting the management of Library and Publication Unit after obtaining library education and training.

Intan Special Library organizational communication climate

1. Mutual support

Communication that occurs between superiors and subordinates and fellow co-workers have shown a sense of mutual support (Stueart & Moran, 2007). The forms of support are seen in the following. First, the Head of the Library and Publication Office seeks to instill a sense of mutual respect and respect for each other in the organization. Not only appreciate because of age or higher positions, but more than that superiors respect the Sub-Head and his staff because superiors assume they have more knowledge than him. Second, Library and Publication Office's Head will not complicate his subordinates to take time off work. Subordinates can easily take leave if they are not handling a lot of work and need more attention to be completed.

The support from superiors to other subordinates is to help subordinates solve problems that can not be solved by their self. For example, problems involving other work units that cannot be completed by the level of office in echelon IV. In addition to mutual respect, ease of giving leave, and assistance in solving problems, the support of superiors is also reflected in the provision of motivation to work under it. Work motivation is usually given in the form of a reminder to complete a job.

In addition to the support given by superiors, among colleagues also expressed mutual support and respect for each other. The answers from the informants show that the forms of support among colleagues are in coordination and mutual support for each other's work. In this way, co-workers who have the same office authority can establish closeness and familiarity, so that the work atmosphere becomes more friendly. Bosses and subordinates always communicate directly and informally. This communication flow forms the closeness between superiors and subordinates. Subordinates feel superior does not provide distance or gap, so

subordinates can communicate directly in an informal way though. The immediate approach to establishing intimacy is one form of support value. Staff find it easy to forge close relationships with superiors and vice versa. This makes the staff feel they are valued and respected by their superiors.

However, the staff told about his experiences during work which made him feel demeaned and not appreciated for his existence in the organization. This experience relates to additional duties as a driver and the application of the policy of car wash pickets by the personnel department. The answers from the staff showed an insincere feeling in doing the work which according to them was not in accordance with the library SOP. Although their status was only honorary staff, they also feel they want to be respected and considered important to the organization. As an honorary staff, the informant said that his salary is not sufficient to cover his life needs, because their salary is only limited UMR salary in the area of Jakarta. However, the reason that makes them want to survive and work as honorary staff for 7.5 years is the atmosphere of a friendly and supportive work environment.

2. Participation in decision making

Decision-making and policy formulation are represented only by heads of subdistricts and heads of Library and Publication Office. Staff involvement is limited to technical matters related to making minutes of meetings or being a presentation presentation operator. However, on the other hand, library staff also stated that they rarely give ideas and inputs to libraries to superiors. The library staff informant assumes that the ideas and feedbacks presented by the boss in the meeting are the best ideas and inputs. So, staff feel they only need to carry out decisions and policies taken by superiors. In addition, library staff feel they will overly regulate and interfere if they convey ideas and input to Intan Special Library. This of course can lead to the emergence of indifference from library staff to improvements to the Intan Special Library. This is reflected in the following statement:

"Hmmm, there were many inputs or ideas I must be said for sure. For the example, Suppose the boss has decided like that, yes we see the condition of the boss too. For example if the condition made us possible to say our ideas, we would say it, if it was not, we wouldn't say it. Because we would like to avoid a misunderstood, right?"

In fact there was a policy that has been decided by a higher level of office than Head of Library and Publication Office which is absolutely and must be implemented. Things like this, according to the Head of the Library Subdivision are forms of ideas. Any ideas and inputs submitted can not be easily heard and considered by leaders at the echelon I and II levels.

Especially if these ideas are related to Intan Special Library's budget. Factors like this make Sub-Head of Library feel useless to convey ideas and ideas to advance Intan Special Library. One of the undisputed policies is about transferring Intan Special Library training and education. Though Sub-Head of Library has delivered all the consequences that will affect the Intan library due to the transfer, but the leadership still decided to move the library.

The flow of communication between superiors and subordinates has been very supportive so that subordinates can submit ideas and input directly. The Head of Library and Publication Office also stated his openness to accept ideas, ideas and input from his subordinates. In general, library staff have no reason not to involve themselves in conveying their ideas and input that can support the progress of Intan Special Library. In fact, superiors have opened up opportunities to receive and listen to ideas and input from subordinates.

3. Trust, confidence and reliability

Library staff felt that they were not given full trust by the Head of Library to do their work. In a sense, staff are given full trust only on work that has been determined and shared by Sub-Head of Library. The Head of the Library divided the work for his staff by looking at the ability and division of work. Staff work consists of 2 sections, (1) to do concrete work, such as social media, create TOR, and book processing before entering the shelf; (2) to serve visitors. The Head of the Library stated that he had never given full trust to his subordinates. The reason was because the Head of the Library was not sure that the work could be completed on time and in accordance with what was expected. Thus, for work that is urgent and immediately Sub-Head of Library will go directly to provide supervision of the work undertaken his staff. This is reflected in the following statement:

"That's why I never give 100% work to a subordinate. Especially the immediate nature. When the boss asked, Mr. Budi, please prepare this, it must be tomorrow. I have to hand it over to David, here you make it like this, like this, I ask for only 3 hours to finish, why it should be done in three hours? I had a correction time before making. But in the process of making it I like to monitor, how far it went. Sometimes I like to monitor what, where the file was saved. For example David told me to make flyers, I want this color, this picture "

The value of trust, confidence, and reliability in the Intan Special Library was seen in the trust given by the Head of Library and Publication Office to its Heads of Subdistricts. Head of Sub-Library and Sub-Head of Publications stated that their superiors have given their full confidence to work on the tasks within the organization. The Head of Publication states that

the belief is seen in giving freedom for himself to be able to make his own decisions without always asking for approval from superiors. However, the granting of this freedom is also limited only to daily work that is not related to other units or to the budget. Trust and trust are shown by not being suspicious of the ability of his subordinates. With the trust and confidence that is given, the boss feels that all his subordinates are reliable and work well.

Meanwhile, the forms of trust given by echelon I leaders to employees in the library one of them is to accept the ideas initiated by Sub-Head of Library. Ideas and ideas received by superiors make the Head of Library feel he has an important role that can be relied on by the organization. In addition, there is a sense of pride and motivation to always be able to provide brilliant ideas to support organizational goals.

However, on the other hand, the Head of the Library Sub-Department stated that the trust given by superiors made him feel burdened. Trust given by superiors actually makes the division of labor becomes uneven. Sub-Head of Library, in addition to being trusted to do his own work is also trusted to help do the tasks belonging Sub-Head of Publications and Sub-Head of Information Dissemination. The reason was because both sub-heads have other work outside Library and Publication Office. Such as Sub-Head of Publications who have the status of diplomat and have to leave the country every three years and Head of Dissemination Information Sub Division who has other positions as secretary of the head of the Agency for Policy Development and Assessment.

Communication based on trust from a superior to his subordinates can create a conducive communication climate in it. If all members of the organization feel trusted by superiors, then they tend to give their best ability to spell the job. During this time, between the Head of Library and Publication Office and the Head of Subdivision staff, they had expressed mutual trust. However, the trust value cannot be fully provided by the Head of Library to his staff. The aspect of supervision and mentoring is still carried out by the Head of Library so that work can be properly resolved. On the other hand a very high sense of trust from the Sub-Head of Library and Publication Office make Sub-Head of Library actually become burdened because of the burden of tasks belonging others Sub-Heads.

4. Openness

In general, employees stated that openness and transparency were created in their work environment. In addition to openness about work, they are also open about personal issues. The frequent communication between superiors and subordinates is the informal forms of communication that do not always have to follow the bureaucracy and structure within the

organization. This can be seen in the communication between staff and Sub-Head that can be directly carried out without having to go through the Head of Subdivision first. There is also the use of non-standard phrases in communication, for example by using the words "me" and "elu" (local term for 'you') in their conversation. Employees in the Intan Special Library sometimes exchange stories about personal problems, usually about families. For example when their child or family is sick or when their child will enroll in school, etc. Sometimes even after school, their children often come to the office to meet their parents.

In addition to disclosure of information about work and personal problems, openness in the Intan Special Library is also applied when conveying problems or obstacles experienced when carrying out work. Subordinates stated that they did not find it difficult to be able to convey directly to superiors if there were problems or obstacles they encountered at work. For example, when the library budget reports come out, there is an unpaid international journal fee. At that time, the Head of the Library Sub-Department immediately conveyed this finding to the Library and Publication Office regency so that the Head of Library and Publication Office could immediately coordinate with the finance department.

So it can be concluded that, superiors and subordinates have expressed an open attitude to each other. Subordinates and superiors can communicate informally in matters relating to work and personal matters. Although at the level of the parent institution there are policies or matters that should not be shared with subordinates, but in the case of daily work there is no secret information to be covered up. Thus, the information and messages in the Intan Special Library can flow openly and openly.

5. High performance objectives

In terms of vision and mission, the pagawai in the Intan Special Library declare that they do not know the vision and mission of the organization they work for, because there are no printed posters containing the vision and mission of the Library. The library has a vision and mission clearly listed on the website. This vision and mission was explained clearly and completely so that it is easy to understand. However, in the library itself there are no printed posters or brochures containing the vision and mission mission the library, for just as a reminder and motivation. However, they generally state that they can understand that they must work as well as possible and contribute to achieving organizational goals.

In addition to understanding the organization's orientation and organizational vision and mission, high performance goals are also related to equal opportunities to improve skills or add new insights. Given such equity, subordinates feel that they are given the opportunity

and are noticed by the organization to develop. Library staff always get the same opportunity to be able to take office or training outside the office in turn. Although the number of library staff is only 2 people, the opportunity to take part in training or service can be given fairly so that the service can continue to run and not be disturbed.

So, it can be interpreted that Intan Special Library staff stated that they understood the dimensions of high performance goals and had tried to implement them in their daily work. Although they do not know in detail about the library's vision and mission, they understand their obligation to work well so that organizational goals can be achieved. In addition, equal opportunities to participate in activities outside the office have also been carried out by superiors. Thus, employees can develop and broaden their horizons.

Discussion

The explanation below provides factors build the organizational communication climate in the Intan Special Library:

1. Exemplary leadership

Their superiors are very open and not rigid in leading their organizations. The Head of Subdivision and staff have the same opportunity to be able to communicate directly with superiors without having to stick to the existing bureaucracy and organizational structure. Communication events that often occur is a relaxed communication and show the closeness between superiors and subordinates. The superior shows an attitude that does not create distance with his subordinates. This can be seen from the workspace of the superiors who are one with their sub-heads, although the Head of the Library and Publication Office has its own personal work space. The decision of the Head of the Library and Publication Office at the District who chose to mingle with the Head of Subdivision and his staff made subordinates feel given the opportunity to get to know each other more closely and create a family atmosphere of work.

Head of Library and Publication Office wants to learn from his subordinates, because his knowledge of the library world is not very broad. For example, superiors always ask for an explanation of information related to library management from Sub-Head of Library. He also encourages the staff to be open, trusting, and respectful to one another. He does not even make it difficult for their subordinates to take leave or move to another unit. In addition, he has implemented a "serious but relaxed" work system. In that sense, he does not want his subordinates to work under pressure, but the subordinates also have to be responsible with their work. Sub-Head of Library and Publication Office has the principle that "work should be made

good but do not go around". For example, all staff are allowed to work while listening to a song or watching a video on Youtube when there is no urgent work to be completed as soon as possible. Therefore, the subordinates feel very happy and satisfied to have leaders such as sub-head of Library and Publication Office. This makes the flow of information in the organization more fluent, because Sub-Head and its subordinates can communicate directly and create a variety of information exchange and open, ranging from work problems, employee welfare, budget, input/ideas, and even personal problems.

2. Assumptions of other units about working in the Intan Special Library

The assumption of other units about work in libraries that do not have a high level of activity like other units makes the library less noticeable. This is evident from the small number of internal visitors of the parent institution and the lack of support from superiors on the echelon I level to provide more budgets for library development. Until now Intan Special Library does not have competent human resources in accordance with educational background. Informants Sub-Head of Library states this happens because the echelon-level I have not considered the needs of human resources as an urgent need and must be realized. In addition, the lack of support from higher level officials also made the Intan Special Library to date have no clear and legal library management guidelines. The Head of the Library Subdivision has often conveyed this at meetings and in written annual reports given to superiors at echelon I level, but there is no response at all. During this time, library management is only based on guidelines issued by the National Library of Indonesia. Meanwhile, for the daily work Intan Special Library adheres to SOP made by Sub-Head of Library. However, whether the SOP is written or only verbally, the researcher is not given a clear explanation or printed evidence.

The assumption of other units about work in the Intan Special Library also makes the two library staff are often helpered to be an operational car driver owned by the office. This certainly provoked disappointment and felt humiliated for the library staff. Although they are only honorary staff members, they have hope to be noticed and prospered by the organization. As honorary staff, the salary they get every month is limited to UMR salary, whereas if they become a driver they can take additional wages from the job. So, they are forced to be willing to be seconded as a driver. If the request to be a driver comes from Secretary of the IRB, they have absolutely no courage to refuse it. Even though they have to take Pak Ses's wife who is not part of the organization.

Additional work certainly has an impact on visitor service in the library. Library staff can be assigned as drivers and leave the city for three days. As a result, the Head of Library

also intervened directly to provide library services if there were visitors coming. However, the services provided will certainly not be maximized, for example due to the limited knowledge of the Head of the Library Sub-Department to be able to help users search for books needed. The work is more controlled by the library staff Eko who is already accustomed to help users to find the book they need.

3. Job rotation in Parent Institution

Parent institution in it has employees who other than as Civil Servants (PNS) also status as a diplomat. Every three years, diplomats will go abroad to work at the Embassy of the Republic of Indonesia which is spread in various countries. After three years working at the Embassy, the diplomats will return to work in the parent institution. However, after returning to Indonesia, they will usually work in different units. Parent institution did not give specialization of work to its employees, let alone employees who status as a diplomat. Job rotation that can be said to run very fast, making employees must always be ready to be placed in the new work unit and learn new things in the unit where they work.

This was experienced by Head of Library and Publication Office and Sub-Head of Publications. Prior to work in Library and Publication Office, he had worked in Administration and Organizational Planning Unit, as well as in other unit before he served as Head of Library and Publication Office. With the rotation of the work, currently Head of Library and Publication Office declared himself always trying to understand the essence of work done in his Office. In the field of library, he seeks to learn the management of library from Sub-Head of Library which has been working in that Office earlier. With the rapid rotation of work, employees in Library and Publication Office must be able to adapt and build communication with new people. This certainly affects the organizational communication climate formed in the Intan Special Library in various ways, for example the way of delivering ideas, mindset, trust, openness, and others. In addition, the knowledge or insight that the employee has about the work in the unit where he works will be less than the maximum. So, they will experience obstacles in moving the activities of the organization in the unit.

4. Employment in organizations

All members of the organization in the Intan Special Library claim to be able to communicate with superiors and co-workers because their work is less time consuming and there is no pressure in it. Library staff will only be busy working when serving users who come or when the library receives new books that must be processed to be placed on a shelf and can

be used immediately by users. Other activities are usually photocopying letters, preparing letters of research, and requesting the number of letters to the employment department on the 2nd floor. This library's mailing and service is a routine daily routine.

Meanwhile, Sub-Head of Library usually tasked to sign a letter that needs to be signed and to prepare an annual library plan or program such as book review, seminars, etc. Sub-Head of Publications is tasked with preparing all issues contained in the Agency for Policy Development and Assessment, such as journals published twice a year and Policy Brief published four times a year. While the Head of Library and Publication is tasked to attend meetings, sign letters, and help convey ideas or complaints from subordinates to echelon I and II. Therefore, with work that can be said to be very flexible and less time-consuming, they have the opportunity to chat and exchange ideas in relaxing moments. So, they can get to know each other and can create a comfortable working atmosphere. Without having a distance between superiors and subordinates and fellow co-workers.

Conclusion

Climate communication organization formed in Intan Special Library had not been fully formed as a conducive and supportive communication climate because it is dominated by superiors to subordinates. The interests of superiors at echelon I also influence the formation of organization communication climate in Intan Special Library, such as the assignment of library staff to become a driver for the boss's wife. In addition, the assumption of other units about work in the library, also influence the formation of an organizational communication climate. The lack of enthusiasm of the parent institution employees to visit the library and the uncomfortable sentiments about the library, made the staff and Sub-Department feel their work was underappreciated, disrespect, and not considered important for the organization. Lack of staff involvement in meetings and decision making also makes them feel reluctant and indifferent to provide ideas for the organization. As a result, it can hinder the development of the organization, because it does not consider the input of all levels within the organizational structure in decision-making.

Based on the overall obstacles, the following suggestions are the the Intan Special Library should create a more conducive organizational communication climate, namely: (1) Head of Library Sub-Department should give full trust to his subordinates to be able to carry out their work to the fullest; (2) The Library should immediately establish guidelines governing all forms of library management that will be related to the establishment of an organizational communication climate in the dimensions of high performance objectives; (3) The Parent

institution needs to determine the specialization of the positions and employees working for Library and Publication Office, so the employees can perform their work maximally; (4) The Library should have posters, banners, or brochures that contain the organization's vision and mission. The goal is that employees can be renovated and always have high performance to be able to realize the vision-mission; (5) The Parent institution must change their mindset about the library. Thus, the existence of library can be more considered to be able to develop and provide benefits for internal employees and the public.

Aknowledgement

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