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Analysis of the organizational culture influence on online services at UPI Library during the COVID-19 pandemic

Anindya Putri Maharani

Universitas Pendidikan Indonesia
Correspondence: E-mail: anindyapm@upi.edu

A B S T R A C T		A R T I C L E I N F O
The COVID-19 pandemic that has occurred for almost 3 years has become a new challenge, especially in reorganizing the services they provide to visitors. Meanwhile, the library as an institution/organization requires stable management through its organizational culture. The urgency of this research is to analyze whether the characteristics of corporate culture, especially in the scope of innovation and risk-taking, care, and responsiveness, affect the services provided and become a consideration. This research method uses a qualitative approach with descriptive-analytical methods. The main instruments used were interview guidelines and questionnaires. The data were obtained from a population of FIP students, with a sample of representatives of departments in FIP (a total of 9 majors). The conclusion is that the characteristics of the organizational culture would affect the online services the UPI library provides. Through corporate culture, libraries can identify the needs of librarians and, of course, give the best service. There are also several online services that users find helpful during this pandemic. In future studies, it is hoped that quantitative research methods can be used to process the data obtained with certainty and concrete values.		

1. INTRODUCTION

Since the coronavirus disease (COVID-19) outbreak in Wuhan, China, in 2019, the world has begun to change according to a situation known as the "new normal." Several sectors affected by this pandemic include the tourism sector, the manufacturing sector, the economic sector, the transportation sector, the social sector, and the food sector. Information institutions are the social sector that is also affected, one of which is libraries. As a public institution that plays a role in meeting the community's needs, libraries require adaptation to access information the community can reach. Maintaining stable human resource management during a pandemic like this is crucial. One way to support human resources during this pandemic is to establish an organizational culture.

Organizational culture has a role in the sustainability of an organization. The position provides a basis for working within the organization itself. Organizational culture also plays a role in determining the organization's direction, structure, and various operating systems and driving and controlling organizational performance. Even organizational culture can act as a work procedure in the organization. Everyone has different priorities and problems. So the organizational culture and the institution's existence must be maintained through good performance. Because organizational culture is a person's guide to working in the organization, organizational culture is also the basis, driving and directing organizational members to run their organization so that organizational culture greatly influences the performance and satisfaction of members.

The emergence of the COVID-19 pandemic has made changes not only in the education sector with online teaching activities in universities but also has an impact on academic libraries, which are expected to provide their services online (Mehta & Wang, 2020). Most public, school, unique, and university libraries, as well as nationally, divert access to information from the face to face services to online services (in the network). However, this is still a consideration of every library, given that every library has its own organizational culture and top priorities. So in this study, we will discuss the influence of organizational culture characteristics in libraries on online services provided during the COVID-19 pandemic at the Indonesian Education University Library.

In this study, the main focus of the characteristics discussed is innovation and risk/decision making, attention (care), and agility/responsiveness. Analyze whether these characteristics will affect the online services provided by the UPI library. Even before the pandemic, the UPI library offered online services. The difference is that the user did not need it at that time. Because it would be pretty easy to visit the library directly. Then, the moment of the COVID-19 pandemic made UPI libraries more productive in developing their online services. Such as producing many new services, namely RepoVOS, Myloft, CERIA (for external UPI), VPN guide for accessing e-journals and e-books without going through Myloft, and live chat services on the official website, as well as many other supporting online services to make access easier. Information during the current pandemic.

This study intends to analyze what characteristics of organizational culture are best applied in the current UPI library, whether these characteristics affect the formation of online services created, and what online services are most helpful during this pandemic.

Organizational Culture and Type of Organization

In simple terms, organizational culture is a culture with imitation the example of every employee with other employees, which is carried out continuously so that it becomes a rule or habit that is different from other institutions/organizations or can also be called a

characteristic. According to Schein in Pamungkas (2016), organizational culture is a fundamental and accepted pattern by organizations in acting or behaving and solving problems, forming employees who can adapt to circumstances and the environment and unite its members. The organizational culture within the institution/organization also plays a role in increasing the stability of the social system. It helps to provide standards for employees and regulate control mechanisms that direct and shape behavior and attitudes to achieve the goals of the institution/organization, such as giving satisfactory service to consumers and the best products (Livia, 2017). While Osborne and Plastrik in Furqon (2018) argue that organizational culture is a series of behaviors, feelings, and psychological frameworks found in the internal institutions/organizations and owned by each member of the institution/organization.

After several definitions put forward by experts, organizational culture also has several types with certain specifications. In a book entitled "Organizational Behavior" Cameron et al., (2017), distinguish organizational culture into four types based on the scope of competition: clan culture, adhocracy culture, market culture, and hierarchy culture. The hierarchical culture emphasizes formal coordination, decision-making, and centralized authority so that what is pursued will remain stable. Then the culture of adoration emphasizes growth, innovation, and commitment to create a creative, innovative, and initiative work atmosphere. Market culture, of course, emphasizes high productivity to achieve measurable results and targets. The clan culture emphasizes a group atmosphere, participation among each other, and decisions are not centralized, giving rise to many group ideas and discussions (Parashakti et al., 2016). According to Kreitner and Kinicki in Arianty (2014), there are three types of organizational culture, namely: (i) Constructive Culture, focusing on interactions between members of the institution/organization, self- actualization, appreciation between social beings, and the unity of members in the institution/organization; (ii) Passive-Defensive Culture, focusing on this type of culture, namely interactions that do not threaten each other between members, are conventional and depend on and relate to life; (iii) Defensive Aggressive Culture emphasizes members to work hard to maintain their position in work, related to power, competitiveness, and of course, perfectionist.

Characteristics of Organizational Culture and Types of Online Services at UPI Libraries

The achievement of a good and maximum organizational culture is influenced by the features that support it. Several experts propose the characteristics of organizational culture. One of them is Victor Tan in Sugiarti (2019), who suggests eight attributes of organizational culture, including: (i) Individual initiative related to individual responsibility and freedom of expression; (ii) Decision-making and high risk for each individual to be innovative; (iii) Direction is establishing clear goals so that there is hope in doing every job; (iv) Integration, forming strong coordination within an institution/organization; (v) Control, there is the supervision of the established regulations; (vi) Identifying problems together is not limited to specific groups or individuals; (vii) Reward system, awards in salary increases or promotions according to what is done well; (viii) Tolerance to conflict, members of institutions/organizations are encouraged to express any problems and criticisms; (ix) The applicable authority limits the flow of communication and interaction.

Then, Robbins in Arianty (2014) suggests seven primary characteristics of organizational culture, namely: (i) Innovation and risk-taking; (ii) Attention (Care), how members in the organization can pay attention to achievements and analyze all aspects surrounding their work; (iii) Results orientation, management can focus on the results achieved rather than the

process; (iv) One's orientation, organizational management can take into account and measure the performance of its members; (v) Team orientation, work is coordinated with the formed work group; (vi) Agile / Quick to respond, catching problems quickly and finding solutions; (vii) Stability in maintaining the status quo.

2. METHODS

This study uses a qualitative approach with analytical descriptive research methods. The data sources are obtained from the student population of all majors in the FIP (Faculty of Education) UPI. The technique of determining the sample of this research is non-random sampling. That is, not all individuals in the population become the research sample. The instruments used in this study were interview guidelines and the distribution of closed questionnaires. The semi-formal interview has a source from the psychology department with the initials TN. Then, questionnaires were distributed to representatives of all majors in FIP. Department of Library with initials LS, Department of Educational Technology with initials PL, Department of Psychology with initials IZ, Department of BK with initials AN, Department of PGSD with initials RF, Department of PGPAUD with initials YC, Department of Educational Administration with initials VN, Department of Public Education with initials FG and majoring in special education with the initials RS.

3. RESULTS AND DISCUSSION

Based on the results of interviews and the distribution of closed questionnaires to 10 respondents, the data obtained from the research are as follows:
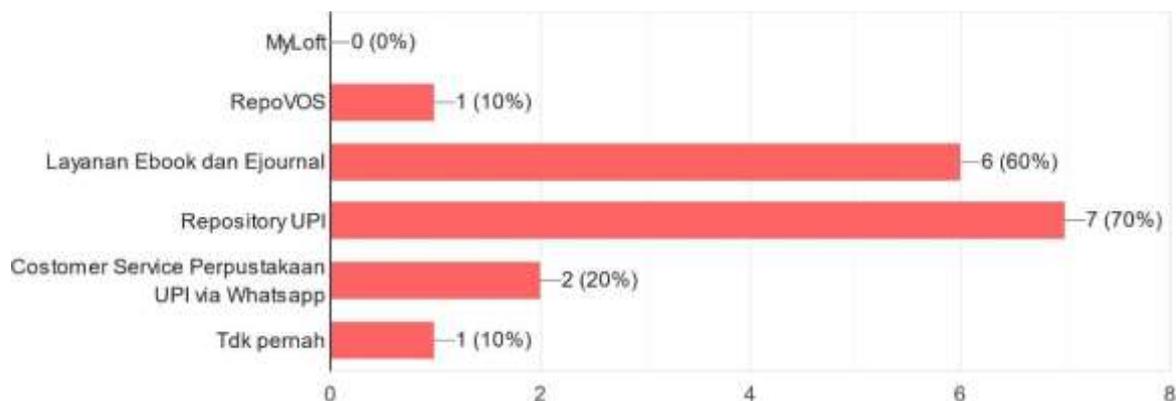

Figure 1. UPI Library online services

During the COVID-19 pandemic, the UPI Library has innovated by creating online services that users can use. The online services used by these users include MyLoft, RepoVOS, Ebook and Ejournal Services, UPI Repository, and IPI Library Customer Service via Whatsapp. Based on the data obtained, which is listed in Figure 1, we can see that the UPI Repository service forgets the online services that are most frequently accessed by users and then the Ebook and Ejournal services. Meanwhile, the MyLoft service is still rarely used by users. So, in conclusion, UPI Library is expected to continue to promote its services so that every user can know and use them optimally.
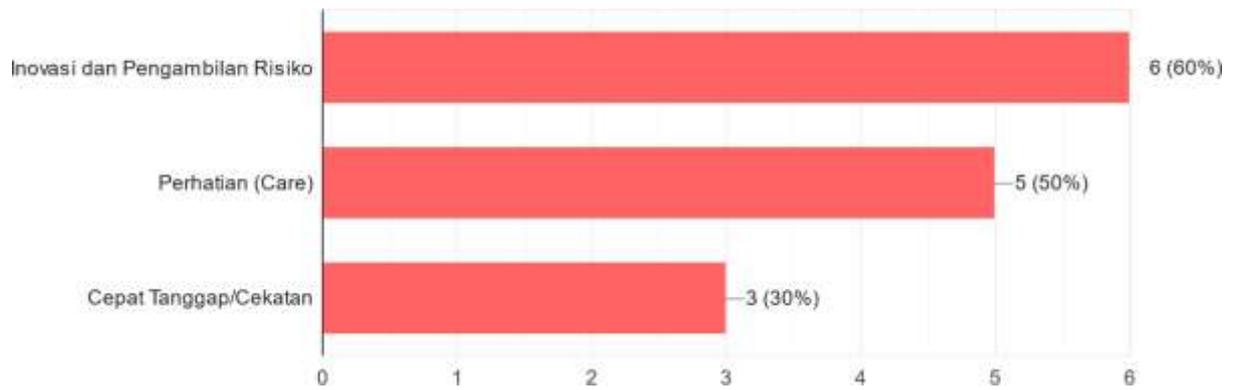
Figure 2. UPI Librarian characteristics

In Figure 2, we can see that the respondents considered that the UPI library could provide services to users with various innovations and risk-taking, librarians who were quick to respond or agile and their attention to users. The assessment the user gives to the library does not escape the role of the competent UPI librarian. The competence possessed by university library librarians is crucial, according to the NJLA in [Kismiyati (2020)](), which states that libraries can apply for requirements for librarians to have competence with the aim of increasing service excellence, raising the enthusiasm of librarians in their profession, developing job descriptions and can be a means of evaluating professionalism, as a means of developing policies related to organizations and employees and teaching the importance of skills and knowledge for professional librarians. So, in conclusion, this competent librarian can impact the development of innovation in library services.

Table 1. Respondents' Suggestions and Recommendations for UPI Library Services

No	Respondent Code	Suggestions and Recommendations
1	Respondent 1	Continue to be updated as needed.
2	Respondent 2	There needs to be more socialization for online member access.
3	Respondent 3	The services provided are quite helpful in completing tasks and increasing knowledge.
4	Respondent 4	More online services are accessible.
5	Respondent 5	It's enough.
6	Respondent 6	If a lecturer has given assignments, don't do so many because sometimes the network is not always good.
7	Respondent 7	I hope the service is responsive, easy to access, and flexible.
8	Respondent 8	Give a tutorial on how to use the UPI library service, which is clear and in the form of a video because not everyone can understand it textually. It should also be noted that there are people who will realize through udiovisuals, hopefully this can be a motivation to continue to grow. Share more info on how to use and benefit from this online service so that more people can access it. Thank you.
9	Respondent 9	To maximize online services by fulfilling the characteristics of organizational culture, one of which requires a fast or agile response, because especially during a pandemic like this, sometimes it causes anxiety if the reaction or response is inadequate.
10	Respondent 10	Continue to be updated as needed.

In the results of interviews and the distribution of closed questionnaires, researchers obtained data related to suggestions and recommendations from each respondent to know

the improvements and expectations that respondents wanted to convey as users of UPI library services. Based on these data, we can see that users hope that the UPI Library can improve its services again to suit users' needs, develop tutorials and how to access online services provided by the UPI Library to be made textually, and the development of organizational culture for librarians. To be able to be responsive and agile in delivering services to users.

3.1. Characteristics of organizational culture related to online service innovation at UPI Library

In a closed questionnaire given to the sample, to find that the users realized that the UPI library had implemented the characteristics of an excellent organizational culture through innovation and risk-taking from the services provided, the interview with the resource persons also stated that the UPI library had maximized 80% of its ability to maintain an excellent organizational culture. In addition to the characteristics of an organizational culture that can provide innovation and take risks, the UPI library is attentive to its users' needs and urgency, especially during a pandemic. The characteristics of organizational culture, namely responsive and agile, are not as good as expected. However, implementing the organizational culture characteristics is quite right on target in providing appropriate online services. With the implementation of these characteristics of organizational culture, it becomes a benchmark for an organization to be able to continue to develop under challenging conditions like today.

The online service development process carried out by the UPI library is undoubtedly carried out with the development of organizational culture. This is because when the library develops digital services, the first thing to do is develop human resources (Supriyanto, 2015). Based on the data obtained by the researchers, the development of organizational culture characteristics carried out by the UPI library is one of them by applying a culture of responsiveness, attention, and risk-taking to develop service innovations.

According to Edgar Schein (in Basith & Anwarudin, 2018), organizational culture is a pattern of basic assumptions found or developed by a group of people as they learn to solve problems, adapt to the external environment and integrate with the internal environment. Based on this understanding, the organizational culture applied in the university library exists to resolve and adjust to the conditions that occur at this time. In other words, the UPI Library continues to build its organizational culture to solve various library service problems that arise and adapt to the current COVID-19 pandemic conditions because the application of an excellent organizational culture will undoubtedly affect the existence or existence of an organization or community in the community (Basith & Anwarudin, 2018).

The organizational culture emerges with various factors. Brown (in Astuti, 2015) states that there are ten factors why organizational culture can be created, namely: (i) Influence of a dominant leader, From this aspect, a leader with great charisma and influence on his subordinates will give a distinctive color to this organization, including how to behave, behave and act in the organization; (ii) Company history and tradition, namely, the culture formed by history and tradition; (iii) Technology, products, and services, namely organizational culture that arises due to the development of technology, products, and services; (iv) Industry and its competitors, namely the industry and its products and the presence of competitors can form an organizational culture that all members of the organization practice; (v) Customers, improving service quality, and on the other hand, the organization's efforts to maintain its existence can be a source of creating organizational culture; (vi) Company expectations, improving service quality, and, on the other hand, the organization's efforts to maintain its

existence can create organizational culture; (vii) Information and control system Information and control systems in an organization can be a source of organizational culture; (viii) Legislation and company environment. Organizational culture can arise due to administrative rules and background; (ix) Procedures and policies Organizational culture can arise because of the rules and organizational environment. (x) Rewards system and measurement The reward system and performance measurement can be a source of organizational culture.

3.2. Online Services at UPI Library During the COVID-19 Pandemic

The need for information that never stops even during this pandemic forces information institutions to maintain their existence and innovate with their products, like the UPI library, which continues to adapt and improve online services to support users' information needs. According to the data obtained and interviews, this online service is helpful during a pandemic like now. However, there are still some obstacles that occur. The services most frequently used by users, especially FIP students during this pandemic, are the UPI repository and e-Book/e-Journal services. For some recently launched online services such as repoVOS and Myloft, many still do not know about them.

In Law Number 43 of 2007 concerning Libraries, there are provisions on librarianship which state that related to libraries, librarians, the condition of collections have been listed to meet user needs. The university library also has an essential role because it is a supporting unit in realizing the university's vision and mission in carrying out the tri-dharma of higher education, including education, research, and service (Wulansari et al., 2021).

The emergence of the COVID-19 pandemic can be one of the motivations and challenges for libraries in developing their services so that libraries can continue to meet users' needs. Thus, the library as an organization engaged in information services must be aware of the current situation to adapt and improve the quality of its services (Puspitadewi, 2020). It is hoped that libraries and librarians can change the service paradigm to continue carrying out library functions in such conditions.

The application of online services implemented by the UPI Library as one of the innovations and adaptations during the COVID-19 pandemic was carried out to maintain the university library's function to provide information and carry out educational functions. Rosiyan & Maha (2020) state that the function of information, education, and library recreation can be implemented during the covid-19 pandemic by introducing a service that can be accessed only at home, "Stay at Home." The UPI library has implemented this by providing online services that users at home can access. So that by continuing to run the library according to its function, it is hoped that university libraries can also participate in maintaining the existence of libraries in the community so that their presence is increasingly recognized amid pandemic conditions like this (Suharso et al., 2020).

4. CONCLUSION

From this study, it was found that there was an influence of organizational culture characteristics on the online services provided by the UPI library for its users. Adjusting the organizational culture's features to the users' needs is highly considered. However, the organizational culture formed at the UPI Library cannot be perfect. Given that there are several records of the data held. Such as the lack of socialization and information users receive for online services during this pandemic. Then, the users expect easy access to the UPI library and fast response. With the innovation of the socialization provided, it will also help users and libraries to keep in touch, such as providing several educational videos for users or sharing

simultaneously through social media accounts, not only on library accounts but also related ones. Characteristics of organizational culture in the form of attention in paying attention to user needs to increase the collection of existing journals and increase accessibility are also highly expected.

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