

ANALYZING THE COMMUNICATION STRATEGY OF THE YOUTH INFORMATION AND COUNSELING CENTER IN IMPLEMENTING THE MARRIAGE AGE MATURITY PROGRAM

Yuriyan Dinata ^{a*)}, Rini Setyaningsih ^{a)}

^{a)} UIN Sultan Syarif Kasim, Riau, Indonesia

^{*)}Corresponding Author: rinisetyaningsih28@gmail.com

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Abstract. This study examines the relationship between communication practices and librarian performance at the Library of the State Islamic University of Sultan Syarif Kasim Riau, Indonesia. Communication is a central factor in determining organizational success, particularly in service-oriented institutions such as libraries, where interpersonal interaction and customer satisfaction are critical performance indicators. Using a qualitative case study approach, the research explores how librarians communicate with colleagues, superiors, and visitors, and how these interactions influence job performance. Data were collected through observation, interviews, and documentation, involving senior librarians, staff members, and library users. The findings reveal that effective and courteous communication fosters a collaborative, comfortable, and productive work atmosphere, which directly contributes to improved performance outcomes. Informal yet respectful internal communication among staff and leadership was found to enhance teamwork and reduce hierarchical tension, while polite and responsive communication with library users significantly increased visitor satisfaction and service reputation. The study concludes that positive communication behaviors not only improve service quality but also serve as a catalyst for performance improvement and organizational harmony within higher education libraries.

Keywords: organizational communication; librarian performance; service quality; interpersonal interaction.

I. INTRODUCTION

Communication is an essential component of organizational success, shaping the flow of information, coordination, and relationships among individuals within an institution [1]. In the context of higher education, communication plays a particularly vital role in supporting academic and administrative functions, as it determines the effectiveness of teamwork, service delivery, and decision-making [2]. For libraries institutions that act as knowledge centers and service hubs effective communication is not merely a managerial function but a professional competency that directly affects user satisfaction and overall organizational performance [3]. In library organizations, communication occurs through multiple channels, including vertical communication between superiors and subordinates, horizontal communication among staff, and external communication with library users and stakeholders [4]. The quality of communication across these levels determines how efficiently librarians perform their duties, coordinate tasks, and respond to the needs of students, lecturers, and researchers [5]. Studies have shown that librarians' communication competence, encompassing listening, clarity, empathy, and feedback, significantly influences service quality and user experience [6]. Inadequate

communication, by contrast, can lead to misunderstandings, task delays, and reduced productivity [7].

In Indonesia, university libraries face growing demands to enhance their service quality and performance amid rapid digital transformation and evolving user expectations [8]. The integration of information technology has reshaped librarians' roles from traditional information custodians to information facilitators, requiring them to communicate effectively not only face-to-face but also through digital platforms [9]. Librarians must now possess not only technical and information management skills but also strong interpersonal communication abilities to guide users, collaborate with colleagues, and build institutional reputation [10]. Previous research on organizational communication has established that effective internal communication improves job satisfaction, teamwork, and employee performance across various professional contexts [11]. In academic libraries, communication serves as a mediating factor between organizational culture and employee performance, influencing motivation and service orientation [12]. For instance, open communication fosters trust and cooperation among librarians, which enhances task efficiency and innovation in service delivery [13]. Conversely, hierarchical or rigid communication patterns tend to create barriers that limit staff engagement and responsiveness to user feedback [14].

At the Library of the State Islamic University of Sultan Syarif Kasim Riau (UIN Suska Riau), librarians are expected to balance administrative responsibilities, information service provision, and user interaction within a structured institutional system. Preliminary observations suggest that the effectiveness of library services and staff performance is closely linked to communication practices among librarians and between librarians and users. Yet, systematic research analyzing how communication dynamics shape performance outcomes in this context remains limited. Therefore, this study aims to analyze the relationship between communication and librarian performance at UIN Suska Riau Library, focusing on both internal and external communication patterns. By exploring how communication behaviors such as clarity, responsiveness, and empathy affect performance indicators like teamwork, service quality, and productivity, this study contributes to the growing body of literature on organizational communication and performance management in higher education libraries. The findings are expected to provide practical implications for improving communication culture, service quality, and institutional efficiency in academic library settings [15].

Organizational communication is defined as the process through which information is created, exchanged, and interpreted among individuals within an organizational context [16]. It encompasses both formal and informal channels that facilitate coordination, cooperation, and understanding among members of an institution. Effective communication strengthens organizational culture, builds trust, and enhances employees' sense of belonging and motivation [17]. According to Kreps (2020), communication within organizations serves four fundamental functions: informational, regulatory, integrative, and persuasive, all of which influence performance outcomes [18]. In educational and service-based organizations such as libraries, communication is not only an internal managerial function but also a service-oriented practice. It determines how efficiently librarians respond to users' needs and how effectively they collaborate with colleagues and supervisors [19]. A study by Ahmad and Rahman (2023) confirmed that open and respectful communication improves teamwork, emotional engagement, and performance quality in service environments [6]. Furthermore, Trenholm and Jensen (2020) argue that communication competency consisting of clarity, empathy, and feedback is a critical factor in creating organizational harmony and enhancing professional relationships [7].

Performance in the library context refers to the ability of librarians to execute professional duties effectively, efficiently, and responsively in meeting user expectations [20]. According to the Association of College and Research Libraries (ACRL), librarian performance involves three dimensions: (1) technical competence, including cataloging, classification, and reference management; (2) interpersonal competence, such as communication, collaboration, and customer service; and (3) ethical competence, encompassing accountability and professional integrity [21]. These dimensions collectively determine the library's ability to

fulfill its role as a center of learning, research, and information dissemination. In Indonesia, the performance of librarians in higher education institutions is influenced by organizational culture, leadership style, motivation, and communication [22]. Nurhadi (2022) found that effective communication contributes to work satisfaction, while poor communication tends to create stress and reduce service quality [8]. In contrast, libraries with supportive and participatory communication environments demonstrate stronger teamwork and faster problem resolution [23]. Librarians' performance also has a direct relationship with user satisfaction, which is considered the most reliable indicator of library service success [24]. When communication between librarians and users is open, polite, and responsive, it encourages repeat visits and fosters a positive institutional image. Conversely, miscommunication particularly in digital or remote service channels can lead to user frustration and decreased trust [25].

Communication competence refers to the ability of individuals to convey messages clearly and effectively in various social and organizational settings [17]. In library institutions, communication competence determines how librarians interact with internal stakeholders (colleagues and supervisors) and external users (students, researchers, and the public). Research indicates that leadership communication has a profound effect on librarians' motivation and willingness to collaborate [19]. A leader who practices transparent and supportive communication tends to foster commitment and reduce interpersonal conflict within the organization. As libraries continue to adapt to digital transformation, communication technology has become an integral part of organizational dynamics. Alzahrani (2023) noted that librarians must combine interpersonal and digital communication skills to provide hybrid services that integrate physical and online interactions [9]. This shift requires new forms of digital literacy and communication ethics to maintain professionalism while utilizing social media, chat services, or library management systems.

Previous studies have established the relationship between communication and employee performance in general workplace contexts [11], [12], yet limited research has examined this relationship in Indonesian academic libraries, particularly in the context of Islamic higher education institutions. Moreover, while many studies emphasize user satisfaction and service quality, fewer explore the internal communication processes that shape librarians' performance behaviors.

This study fills the gap by investigating how internal and external communication practices influence librarian performance at the UIN Sultan Syarif Kasim Riau Library. The conceptual framework integrates theories of organizational communication, service quality, and performance management, proposing that communication competence mediates the relationship between professional collaboration and service effectiveness. The model assumes that effective communication enhances job satisfaction, teamwork, and ultimately, service performance.

II. RESEARCH METHODS

This study adopted a qualitative descriptive research design to analyze how communication practices influence librarian performance at the Library of the State Islamic University of Sultan Syarif Kasim Riau (UIN Suska Riau). The qualitative approach was chosen to allow an in-depth understanding of communication behaviors, interpersonal interactions, and organizational culture as they manifest in the librarians' daily activities [26]. The descriptive method emphasizes a naturalistic observation of phenomena rather than statistical generalization, enabling the researcher to interpret meaning, context, and relationships among variables in a holistic manner. This approach was particularly appropriate because communication and performance are dynamic constructs shaped by social interaction, perception, and institutional context.

The study focused on librarians and administrative staff as primary participants, supported by observations of library service users. Data were collected through semi-structured interviews, participant observation, and documentation review. The interviews involved open-ended questions related to communication flow, leadership interaction, teamwork, and user service experiences. Observations were conducted across various service points including reference desks, circulation units, and information services to examine communication patterns in action. Documents analyzed included organizational reports, service manuals, and communication guidelines. Data analysis followed the interactive model of Miles, Huberman, and Saldaña, consisting of three main stages: data reduction, data display, and conclusion drawing/verification [27]. To ensure validity, the researcher employed triangulation of data sources and member checking. Ethical considerations, including informed consent, confidentiality, and cultural respect, were upheld throughout the research process.

III. RESULTS AND DISCUSSION

The findings of this study indicate that communication plays a central role in shaping the performance and service quality of librarians at the Library of UIN Sultan Syarif Kasim Riau. Based on interviews and observations, three major forms of communication emerged as critical determinants of librarian effectiveness: (1) interpersonal communication among staff members, (2) vertical communication between subordinates and supervisors, and (3) external communication with library users. First, interpersonal communication among librarians was characterized by openness, respect, and collaboration, fostering a positive work environment. Librarians frequently exchanged ideas and coordinated tasks through informal discussions that enhanced cooperation and reduced miscommunication. This pattern of communication contributed to efficiency in task completion, particularly in user services and cataloging divisions. Second, vertical communication—between supervisors and staff—was observed to be clear, directive, and participatory. Although hierarchical in structure, the library's leadership emphasized

two-way communication, encouraging feedback and idea-sharing during weekly meetings. This approach improved motivation and accountability, allowing librarians to better align their performance with institutional goals.

Third, external communication with library users (students, lecturers, and researchers) was conducted with courtesy, empathy, and attentiveness. Librarians demonstrated effective communication behaviors such as active listening, polite speech, and quick responsiveness to user inquiries. These behaviors significantly enhanced user satisfaction and library reputation, which were reflected in positive feedback and increased library visits.

However, several challenges were identified: limited communication skills among some junior staff, technological gaps in digital service communication, and inconsistent dissemination of information between departments. Despite these obstacles, the overall communication climate was found to be supportive and conducive to professional performance.

The findings align with the organizational communication theory, which posits that effective information flow and interpersonal relationships are vital for operational efficiency and employee performance [28]. The positive communication culture at the UIN Suska Riau Library demonstrates that open dialogue and emotional intelligence among librarians contribute directly to work satisfaction, cooperation, and service quality. These results are consistent with Ahmad and Rahman's (2023) study, which established a significant correlation between communication clarity and job performance in service institutions [6]. Moreover, the integration of two-way vertical communication reflects a participative leadership style that promotes trust and psychological safety, both of which are essential for fostering motivation and commitment [29]. The participatory communication model observed in this study supports Barrett's (2023) argument that leadership communication enhances staff empowerment and role ownership, leading to improved productivity and reduced role conflict [19].

In terms of external communication, the study reinforces the service-oriented communication framework, where librarians' responsiveness and empathy act as primary factors in determining user satisfaction [30]. The courteous and informative interactions observed at the reference and circulation desks embody the principles of service excellence, demonstrating that communication competence is inseparable from professional performance. Similar findings were reported by Javed and Yusuf (2023), who found that user-centered communication strategies strengthen institutional credibility and service quality in academic libraries [25].

Additionally, the findings highlight the increasing importance of digital communication in library services. The integration of online inquiry systems, email, and chat services has enhanced accessibility for users but also introduced new challenges related to technical proficiency and message clarity. This echoes Alzahrani's (2023) assertion that librarians must develop hybrid communication skills that balance interpersonal warmth with digital

efficiency in order to remain relevant in the digital era [9]. Overall, the results confirm that effective organizational communication acts as both a social and operational catalyst for improving performance. When communication is managed strategically combining interpersonal, vertical, and digital elements it not only enhances productivity but also strengthens organizational cohesion. Libraries that nurture such a communication culture are more likely to achieve higher institutional performance, innovation, and service excellence [31].

IV. CONCLUSION

This study concludes that communication is a critical determinant of librarian performance at the Library of the State Islamic University of Sultan Syarif Kasim Riau. Effective communication both internal and external enhances collaboration, reduces conflict, and promotes a harmonious organizational climate that supports productivity and service excellence. Interpersonal communication among librarians encourages teamwork and trust, while vertical communication between leaders and staff fosters mutual understanding and accountability. External communication with library users, characterized by politeness, empathy, and responsiveness, directly contributes to improved user satisfaction and institutional reputation. The findings confirm that organizational communication serves as both a managerial and behavioral instrument that bridges professional competence and organizational goals. Librarians who demonstrate communication competence not only perform tasks more effectively but also create positive emotional experiences for users. The study also highlights that digital transformation introduces both opportunities and challenges, requiring librarians to master hybrid communication skills that combine interpersonal warmth with technological proficiency. Theoretically, this study enriches the literature on organizational communication and performance management by providing empirical evidence from an Indonesian higher education library context. It reinforces Kreps' (2020) argument that communication effectiveness mediates the relationship between organizational culture and performance outcomes. From a practical standpoint, the results suggest that library management should prioritize communication development programs, including interpersonal skills training, digital literacy workshops, and leadership communication coaching, to strengthen overall performance. Furthermore, institutional leaders should foster a participatory communication culture, where feedback, collaboration, and innovation are encouraged. Strengthening internal communication mechanisms through regular coordination meetings, mentoring systems, and digital collaboration tools can sustain teamwork and service consistency. Future research should explore quantitative or mixed-method approaches to examine causal relationships between communication variables, motivation, and job satisfaction in broader library networks [33]. The integration of human-centered communication strategies with digital

transformation efforts will be crucial to sustaining effective library performance and user-centered service in the 21st century..

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