
ANALYSIS OF THE ATTITUDES OF UNIVERSITY LIBRARIANS TOWARDS LIBRARY SERVICES: A THEORY OF PLANNED BEHAVIOR APPROACH

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Abstract

University library service effectiveness is heavily influenced by the psychological dynamics and quality of interaction between librarians and users. However, limited human resources often lead to high workloads and emotional fatigue, reducing responsiveness during peak hours. This study analyzes university librarians' attitudes toward circulation and reference services and identifies their underlying factors using Icek Ajzen's Theory of Planned Behavior (TPB) framework. Employing a qualitative descriptive method, data were gathered through direct observations, in-depth interviews with librarians at the Institute of Informatics and Business (IIB) Darmajaya Bandar Lampung, documentation, and data triangulation from the library's suggestion box reports. The integration of TPB indicators reveals distinct behavioral patterns: under attitude toward the behavior, librarians successfully cultivate a welcoming environment through standard greeting courtesies; however, excessive workloads and multitasking significantly diminish service responsiveness during peak periods. Under subjective norms, structured guidance from superiors and a collaborative peer environment serve as vital social pressures that enforce librarian professionalism. Regarding perceived behavioral control, continuous professional training provided by the Indonesian College Library Forum (FPPTI) serves as an essential external resource that enhances librarians' emotional regulation and self-efficacy when handling diverse user characters. The study concludes that while structural constraints impair operational speed, social support and professional training effectively reinforce positive psychological controls and professional attitudes in library services.

Keywords: Librarian Attitudes, Library Services, Planned Behavior.

INTRODUCTION

A library is an institution that offers services to meet the information needs of its users (Parangu & Yunita, 2023). Various library services are offered to fulfill the library's objectives. Libraries provide several services to users, including baggage storage, circulation, reference, and information retrieval. The effectiveness of library services depends not only on the accessibility of materials and facilities but also on the quality of interactions between librarians and users, which are shaped by psychological factors. These qualities include an understanding

of human behavior, empathy, communication skills, and emotional regulation, which can foster a friendly and responsive attitude in service provision (Yolanvika et al., 2023).

Library services are crucial because they facilitate direct engagement between librarians and users. The librarian's attitude in providing services is crucial. If librarians provide excellent service to users, it will foster a positive perception of them, thus encouraging the library's future development. The quality of services provided, as stipulated in library regulations, is a crucial aspect of a library's overall performance. The quality of services offered by a library determines its overall quality. This includes the librarian's attitude toward library visitors (Ridwan et al., 2021). A person's reaction to a stimulus, or lack thereof, depends on their evaluation of it, which is referred to as their attitude (Khaerah, 2020).

Librarians in service departments must be competent, demonstrating proficiency in their specific roles, while also being proficient in reading and technology, and demonstrating a strong work ethic. Librarians must understand the professional code of ethics relevant to their association to conduct themselves responsibly in their responsibilities and in serving patrons. Proficient service skills are crucial for librarians, as library services are fundamental to the institution's role in society (Mashud et al., 2022).

Based on research and in-depth interviews with librarians at IIB Darmajaya Bandar Lampung, core problems include librarians' lack of understanding of user psychology, for example, an inability to understand user attitudes, resulting in less responsive service responses, and limited human resources (HR), which lead to excessive workloads and prolonged emotional exhaustion.

Various studies have shown that understanding attitudes in providing service to users in libraries is crucial to the success of the services provided. Librarians who are able to recognize the psychological characteristics of users can predict information needs and provide appropriate and rapid solutions, thereby increasing user satisfaction (Buwana, 2020). "Furthermore, librarians' ability to manage attitudes and emotions professionally contributes to the creation of positive interactions and reduces the potential for conflict or user dissatisfaction. This is especially relevant considering that libraries are a meeting place for various types of user personalities and behaviors, from the quiet and shy to the active and communicative (Berliana, 2024).

Research related to librarian attitude analysis has so far focused only on superficial interactions (Farhan, 2023) or on the individual aspects of emotional intelligence (Unyil, 2025). No studies have specifically examined how the components of personal evaluation, work environment norms, and perceived control over obstacles interact to shape these service attitudes. Therefore, this study fills this gap by using the Theory of Planned Behavior (TPB) approach. The urgency of using TPB in this study lies in its ability to identify whether service constraints, such as decreased responsiveness during peak hours, are caused purely by librarians' emotional psychological factors or by weak behavioral control triggered by organizational structural limitations (human resources). Thus, this study offers a novelty in the form of a comprehensive analysis that connects individual psychological governance with the operational realities of university libraries.

Based on an evaluation of previous literature, fundamental differences and conceptual limitations were identified between previous research and the current study. Previous research, such as that conducted by Farhan (2023) and Unyil (2025), has only partially emphasized the importance of a friendly attitude or emotional intelligence in librarians, but has not specifically analyzed how these attitudes operate in practice and their impact on the dynamics of circulation

and reference services. Furthermore, previous studies tended to overlook the macro-operational factors and structural pressures faced by librarians in the field.

This research explicitly addresses these shortcomings by applying the Theory of Planned Behavior (TPB) approach. This gap in previous research is successfully addressed by not only portraying attitude as a single variable but also by unpacking the three-dimensional interaction that shapes behavior: personal evaluation (attitude toward behavior), environmental pressures (subjective norms), and real-world constraints (perceived behavioral control). By focusing on circulation and reference services in university libraries, this study identifies a crucial paradox overlooked by previous research: how librarians' professional commitment and responsiveness decline due to structural constraints such as limited human resources and multitasking workloads. Thus, this research provides a novel contribution in the form of a solution reconstruction that bridges the psychological aspects of librarian behavior with library managerial governance.

RESEARCH METHOD

This study employed a qualitative methodology with a descriptive analytical approach to comprehensively investigate and examine the phenomenon of librarian attitude formation in the field. The research location was the Library of the Darmajaya Institute of Informatics and Business (IIB) in Bandar Lampung. Informants were selected intentionally using a purposive sampling technique, with two librarians as primary informants. The criteria for these informants included permanent librarians with formal educational backgrounds or librarianship training, and who were directly and actively involved in managing frontline services, specifically circulation and reference services. Although the number of informants was very limited, the selection of these two informants had strong methodological justification and was considered adequate and credible, based on the principle of key informants. Considering that the total population of librarians working at the institution's library was actually only two, these two informants represented the entire population (total sampling) of the comparative subjects studied. This limitation in subject quantity was overcome through the depth and intensity of comprehensive qualitative data collection.

Research data was collected through direct observation, in-depth interviews, and documentation studies. Direct observations of librarian service interactions were conducted over a full week, specifically from April 20 to 25, 2026, covering both off-peak and peak hours between 10:00 and 12:00 WIB. The interview method was supported by a semi-structured interview guide developed specifically from Icek Ajzen's Theory of Planned Behavior (TPB) variables. This interview guide included a list of open-ended questions grouped into three main dimensions: attitudes toward behavior to evaluate librarians' cognitive and emotional beliefs about service culture; subjective norms to explore the influence of superior direction and coworker support; and perceived behavioral control to measure librarians' perceived ease or difficulty in controlling emotions amid operational constraints. To strengthen the validity and credibility of the data, this study employed data triangulation techniques by comparing interview results, field observation notes, and secondary documentation sourced from library suggestion box summary reports.

The data analysis procedure in this study was conducted interactively and continuously following the Miles and Huberman model, which includes the stages of data reduction, data presentation, and conclusion drawing. In the data reduction stage, all the results of the in-depth

interview transcripts and observation diaries were sorted, focused, and simplified by removing irrelevant information. Next, the reduced data was presented in a descriptive narrative by grouping them into three main indicators of the TPB so that the pattern of relationships between internal factors and external barriers of librarians could be clearly seen. This analysis process ended with conclusion drawing and data verification, where researchers matched consistent behavioral patterns from the triangulation results to produce final conclusions regarding the psychological and contextual factors that shape librarians' attitudes in providing services.

RESULT AND DISCUSSION

Based on the data analysis, the following results were obtained:

Attitude Toward Behavior

The attitude toward behavior indicator within the Theory of Planned Behavior (TPB) framework is used to measure the extent to which librarians have subjective evaluations or assessments, both cognitively and emotionally, regarding the implementation of certain service behaviors. Based on observations and in-depth interviews, librarians at the IIB Darmajaya Library cognitively have a very positive attitude toward the urgency of a culture of smiling and greeting. They believe that friendly service will build a positive institutional image and boost user satisfaction. However, the TPB emphasizes that individual attitudes are shaped by behavioral beliefs, namely beliefs about the consequences of a behavior. When faced with operational realities in the field, there is a clash between these ideal beliefs and the ability to execute them. The facts show that service responsiveness decreases significantly during peak hours (10:00–12:00 WIB). The informant's statement that the limited number of librarians, to only two, hinders service optimization demonstrates that this structural limitation distorts their operational attitudes.

"There are only two librarians at the IIB Darmajaya Library in Bandar Lampung, so they cannot provide optimal service during peak hours, especially for circulation and reference services."

Conceptually, the phenomenon of decreased smiles, greetings, and response times during peak hours is not caused by a decline in librarians' psychological well-being, but rather by emotional exhaustion and the demands of multitasking between circulation and reference services. This aligns with Damanik's (2024) thesis, which states that an unbalanced surge in visitors and staff capacity linearly decreases service performance. This decreased responsiveness during peak hours, as confirmed by Sahidi's (2021) findings, creates a negative perception among users, who perceive suboptimal service despite librarians' efforts to maintain politeness. According to the Suggestion Box Summary Report for April 20–25, 2026, user complaints centered on delays in circulation and technical assistance during peak hours. Therefore, in terms of attitude toward behavior, there appears to be a mismatch between librarians' good intentions and their actual actions in the field. Internally, librarians have a strong commitment to service. However, the demands of an excessively heavy workload make their field service less than optimal. Therefore, to ensure librarians can continue to provide friendly and consistent service, library management needs to take concrete action by increasing staff numbers and distributing workloads more proportionally.

"Responsive information services are crucial because users come with different information needs. If we are quick and responsive, they will feel helped and satisfied with the library's services."

Based on interviews with librarians, which demonstrated the importance of responsiveness in increasing user satisfaction, researchers concluded that a friendly smile and greeting can create a positive library image. However, responsiveness in service also influences user satisfaction levels during library visits. This aligns with research by Eka Syahrinaldi Damanik, "The Influence of Service Quality on User Satisfaction at the Faculty of Medicine Library, Islamic University of North Sumatra," which states that the higher the number of library visitors, the lower the librarian's performance. This means that the higher the quality of service provided by librarians, the higher the user satisfaction (Damanik, 2024).

This also confirms that responsiveness is a crucial component of service quality, as users assess service not only by friendliness but also by the speed and accuracy of the assistance received. When response times are slow, users may perceive service as less than optimal, even if staff maintain a polite and friendly demeanor. Thus, a culture of smiling and greeting needs to be supported by strengthening human resources, more proportional division of tasks, and service arrangements during peak hours. Without such support, librarians' positive attitudes risk not being consistently reflected in the user experience (Saputra et al., 2026).

LAPORAN RANGKUMAN KOTAK SARAN
 PERPUSTAKAAN IIB DARMAJAYA

Periode Laporan: 20 – 25 April 2026

Lokasi: Perpustakaan IIB Darmajaya, Bandar Lampung

Laporan ini disusun untuk merangkum aspirasi, keluhan, dan saran yang disampaikan oleh pengunjung perpustakaan melalui sarana kotak saran selama periode pekan ketiga bulan April. Fokus utama laporan ini adalah evaluasi kualitas pelayanan pustakawan terhadap kepuasan pemustaka pengunjung.

1. Ringkasan Masukan Pemustaka atau Pengunjung Perpustakaan

Berdasarkan data yang dihimpun, terdapat konsistensi pada pendapat pengunjung mengenai dua aspek utama pelayanan:

ASPEK PENILAIAN	PENDAPAT PEMUSTAKA
Sikap & Etika	Mayoritas pengunjung perpustakaan memberikan apresiasi positif. Pustakawan dinilai memiliki tutur kata yang sopan, ramah dalam menyapa, dan menunjukkan sikap yang baik kepada pemustaka.
Responsivitas	Terdapat keluhan mengenai keterlambatan penanganan permintaan pengunjung, seperti proses sirkulasi (peminjaman/pengembalian), pencarian koleksi, dan bantuan teknis lainnya yang dirasa lamban.

2. Analisis Kondisi Lapangan

Setelah dilakukan observasi internal untuk menindaklanjuti saran tersebut, ditemukan fakta objektif mengenai keterbatasan sumber daya manusia (SDM):

- a) **Jumlah SDM Terbatas:** Saat ini perpustakaan hanya dikelola oleh 2 (dua) orang pustakawan.
- b) **Beban Kerja Tinggi:** Dengan hanya dua personel, pustakawan harus menangani berbagai tugas secara bersamaan (*multitasking*), mulai dari administrasi, pelayanan teknis, hingga pengawasan area, sehingga respons terhadap kebutuhan pengunjung perpustakaan menjadi tidak maksimal.

3. Kesimpulan dan Saran Perbaikan

Ketidakpuasan pengunjung terhadap responsivitas layanan bukan disebabkan oleh perilaku pustakawan, melainkan murni karena kendala kuantitas SDM. Untuk meningkatkan standar layanan di Perpustakaan IIB Darmajaya, disarankan mempertimbangkan penambahan staf pustakawan agar rasio pustakawan dan pengunjung perpustakaan lebih ideal.

Bandar Lampung, 26 April 2026


 Feni Meliani, S.I.P.

Figure 1. Suggestion Box Summary Report

Subjective Norms

Subjective norms refer to an individual's perception of social pressure or expectations from significant others around them that influence their decision to perform a behavior. In the context of service at the IIB Darmajaya Library, subjective norms act as a powerful positive stimulant. Interview results confirmed that a conducive work environment, supportive interactions among colleagues, and consistent direction from superiors are key factors that facilitate librarians' professionalism. The theoretical linkages within the TPB dimensions

indicate that when a librarian believes that their superiors and colleagues highly value excellent service standards (normative beliefs), their motivation to comply will increase dramatically.

"The work environment is very supportive. Colleagues who help each other and superiors who provide direction make it easier for me to act professionally in serving users."

Structured social support in the work environment has been shown to mitigate potential work stress among librarians. This aligns with research by Bandonno (2022), which suggests that a supportive work climate between superiors and subordinates directly influences the development of positive work attitudes in library service areas. Clear leadership direction serves not only as a supervisory instrument but also as a compass that determines the standards of behavior expected by the organization. When this guidance is internalized, librarians can consistently align their behavior with the professional code of ethics, especially when interacting directly with users. Therefore, librarian professionalism should not be viewed as a standalone technical competency, but rather the synergistic result of a combination of individual personal capacities and a mutually reinforcing organizational culture.

Librarians are professionals tasked with managing and serving libraries, possessing specialized competencies derived from librarianship education or training. They are responsible for organizing collections, utilizing information, and promoting library services (Novianto, 2024).

Interviews indicate that a supportive work environment, particularly from colleagues and superiors, is a factor that helps librarians maintain a professional attitude in service. In the context of the TPB (Similarity of Library Service), this condition can be understood as the influence of subjective norms, namely encouragement from important people in the work environment that reinforces an individual's tendency to display certain behaviors. Furthermore, clear direction from superiors plays a crucial role in shaping the standards of service behavior expected in libraries. When leaders provide consistent guidance, librarians more easily adapt their professional attitudes to the demands of their duties, especially in services that require direct interaction with users (Nasution, 2021).

This also demonstrates that librarian professionalism is determined not only by technical competence but also by a conducive work environment and social relationships within the workplace. Thus, good service emerges from a combination of individual abilities, organizational support, and a mutually reinforcing work culture (Habibin, 2025).

Perceived Behavioral Control

Perceived behavioral control is the core of librarians' adaptability when faced with critical situations in the field. According to Ajzen, this dimension refers to an individual's perception of the ease or difficulty of performing a behavior, which is determined by the presence of supporting or inhibiting factors (control beliefs). At the IIB Darmajaya Library, librarians are required to professionally control their emotions when serving a wide variety of users. Field data indicates that librarians possess effective emotional control. This self-control ability has been theoretically strengthened through external interventions in the form of participation in various librarianship and excellent service training programs organized by the National Library (Perpusnas) and the FPPTI (Fatima Indonesia Institute of Technology), both at the central and regional levels in Lampung.

"As librarians, we are required to be professional, such as being able to control our emotions when providing services to users with diverse characteristics. Librarians at the IIB Darmajaya

Library also participate in training conducted by the National Library and the FPPTI in both the Lampung and central regions."

These professional trainings conceptually act as resources that enhance librarians' self-efficacy. As Muis (2025) noted, excellent service workshops have proven effective in providing psychological support for library managers in neutralizing service conflicts. This is where the theoretical relevance of the TPB becomes intact: although librarians face significant operational constraints due to a lack of human resources, mastery of communication techniques and emotional regulation gained through training is a supporting factor, successfully balancing their perceptions of control. Participation in these regular trainings is academically recognized by Datta (2023) as a form of formal competency recognition that broadens their work horizons.

Interviews revealed that librarians are able to control their emotions when serving users with diverse characteristics. This factor facilitates librarians' ability to manage their perceived behaviors. Librarians at the Darmajaya Institute Library in Bandar Lampung participate in trainings held by the National Library and the FPPTI (Indonesian Higher Education Library Forum) in both the Lampung and central regions.

The training librarians participate in is also a crucial factor in strengthening these capabilities. Continuous training and development can improve competency, broaden horizons, and assist librarians in providing optimal service. Therefore, librarian participation in training organized by the National Library and the Lampung Regional and Central FPPTI can be understood as a form of external support that makes it easier for librarians to control their professional behavior in service (Datta, 2023). Furthermore, other research shows that librarians with a friendly attitude, responsibility, and good communication skills tend to provide more effective service to users. This means that the ability to control emotions is not only a personal aspect, but also part of the quality of library services that needs to be continuously strengthened through training and professional development (Marliana, et al., 2025).



Figure 2. Friendly Librarian Attitude in Library Services



Figure 3. Librarians Queuing During Service

CONCLUSION

Based on the analysis using the Theory of Planned Behavior (TPB) framework, it can be concluded that librarians in university libraries have a strong internal commitment to implementing a friendly service culture through smiles and greetings. Although limited human resources (HR) force librarians to engage in heavy multitasking that triggers physical fatigue and slows response times during peak hours, social motivation from the work environment and competencies resulting from librarianship training have proven effective as a counterbalance. These supporting factors have successfully strengthened librarians' perception of self-control, allowing them to remain professionally emotional and maintain a stable, polite attitude when faced with a surge of visitors with diverse characteristics.

SUGGESTION

Based on the Theory of Planned Behavior (TPB) analysis of circulation and reference services at the IIB Darmajaya Library, several strategic actions are recommended. First, university management needs to review its human resource procurement policy to increase the library staff, which currently only has two people, in order to restore the ideal staff-to-user ratio and address the decline in responsiveness during peak hours. Second, a more structured restructuring of the internal workflow is needed, especially between 10:00 and 12:00 WIB (Western Indonesian Time) to minimize the stress of multitasking, which can trigger physical and emotional fatigue among librarians. Furthermore, management is advised to continue facilitating librarian participation in excellent service and emotional regulation training held by the National Library and the Faculty of Public Relations (FPPPTI) to strengthen the dimension of perceived behavioral control. Finally, the integration of self-service-based technology for simple circulation transactions can be considered as an alternative solution to reduce librarians' workload during peak visitor periods.

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