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## **From interaction to a sense of belonging: A study on the dynamics of human relations in public libraries, the case of the Djelfa main reading public library.**

### **ABSTRACT**

This study examined the dynamics of human relationships within the Main Public Reading Library of Djelfa and their influence on users' sense of belonging. The objective was to analyze how communication patterns, organizational climate, and symbolic interaction shape users' experiences in a public cultural institution. A qualitative methodology was adopted through a case study design based on semi-structured interviews with fourteen purposively selected participants. The data were analyzed using thematic analysis from socio-organizational and sociolinguistic perspectives. The results showed that respectful communication, inclusive language, cultural activities, and flexible organizational practices strengthened trust, participation, and emotional attachment to the library. In contrast, bureaucratic discourse, limited interaction, and rigid procedures weakened social engagement. The findings also indicated that belonging emerged progressively through repeated positive encounters and symbolic recognition. It was concluded that public libraries should be understood not only as centers of knowledge, but also as human-centered spaces where relationships influence institutional legitimacy and community cohesion. The study proposes the concept of interactive organizational discourse as a practical and analytical framework for improving communication and belonging in cultural institutions.

**Keywords:** human relationships, belonging, public libraries, sociolinguistic interaction, organizational communication.

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## **De la interacción al sentido de pertenencia: Un estudio sobre la dinámica de las relaciones humanas en las bibliotecas públicas, el caso de la biblioteca pública principal de lectura de Djelfa.**

### **RESUMEN**

Este estudio examinó la dinámica de las relaciones humanas en la Biblioteca Pública Principal de Lectura de Djelfa y su influencia en el sentido de pertenencia de los usuarios. El objetivo fue analizar cómo los patrones de comunicación, el clima organizacional y la interacción

simbólica configuran las experiencias de los usuarios en una institución cultural pública. Se adoptó una metodología cualitativa mediante un estudio de caso basado en entrevistas semiestructuradas a catorce participantes seleccionados intencionalmente. Los datos fueron analizados mediante análisis temático desde perspectivas socio-organizativas y sociolingüísticas. Los resultados mostraron que la comunicación respetuosa, el lenguaje inclusivo, las actividades culturales y las prácticas organizativas flexibles fortalecieron la confianza, la participación y el apego emocional hacia la biblioteca. Por el contrario, el discurso burocrático, la interacción limitada y los procedimientos rígidos debilitaron el compromiso social. Los hallazgos también indicaron que el sentido de pertenencia emergió progresivamente mediante encuentros positivos repetidos y reconocimiento simbólico. Se concluyó que las bibliotecas públicas deben entenderse no solo como centros de conocimiento, sino también como espacios humanos donde las relaciones influyen en la legitimidad institucional y la cohesión comunitaria.

**Palabras clave:** relaciones humanas, sentido de pertenencia, bibliotecas públicas, interacción sociolingüística, comunicación organizacional.

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## **Da interação ao sentimento de pertença: um estudo sobre a dinâmica das relações humanas nas bibliotecas públicas, o caso da biblioteca pública principal de leitura de Djelfa.**

### **RESUMO**

Este estudo examinou a dinâmica das relações humanas na Biblioteca Pública Principal de Leitura de Djelfa e sua influência no sentimento de pertencimento dos usuários. O objetivo foi analisar como os padrões de comunicação, o clima organizacional e a interação simbólica moldam as experiências dos usuários em uma instituição cultural pública. Adotou-se uma metodologia qualitativa por meio de um estudo de caso baseado em entrevistas semiestructuradas com quatorze participantes selecionados intencionalmente. Os dados foram analisados mediante análise temática a partir de perspectivas socioorganizativas e sociolinguísticas. Os resultados mostraram que a comunicação respeitosa, a linguagem inclusiva, as atividades culturais e as práticas organizacionais flexíveis fortaleceram a confiança, a participação e o vínculo emocional com a biblioteca. Em contraste, o discurso burocrático, a interação limitada e os procedimentos rígidos enfraqueceram o engajamento social. Os achados também indicaram que o pertencimento surgiu progressivamente por meio de encontros positivos repetidos e reconhecimento simbólico. Concluiu-se que as bibliotecas públicas devem ser compreendidas não apenas como centros de conhecimento, mas também como espaços humanos onde as relações influenciam a legitimidade institucional e a coesão comunitária.

**Palavras-chave:** relações humanas, pertencimento, bibliotecas públicas, interação sociolinguística, comunicação organizacional.

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### **INTRODUCTION**

In the context of contemporary social transformations, public spaces have undergone substantial redefinitions in their functions, meanings, and modes of interaction. Public libraries, as cultural institutions, no longer operate exclusively as repositories of books or centers for information access; they increasingly function as environments that promote communication, civic participation, and symbolic exchange. Stewart and Hartmann (2020) argue that the public sphere has evolved toward more complex structures in which institutions mediate collective interaction and social inclusion. Consequently, libraries now occupy a strategic position in strengthening democratic and participatory experiences.

The growing relevance of libraries also lies in their capacity to adapt to institutional and societal changes while preserving their educational and cultural missions. Contemporary cultural organizations often face tensions between administrative regulation, organizational efficiency, and demands for openness to diverse communities. Kann-Rasmussen and Hvenegaard Rasmussen (2021) explain that such institutions frequently navigate paradoxical forms of autonomy, balancing internal governance with external expectations. In this context, public libraries represent dynamic spaces where management practices and interpersonal relationships directly influence institutional legitimacy and user trust.

Likewise, recent scholarship emphasizes that cultural institutions should be understood not only through technical or managerial perspectives, but also through their relational and symbolic dimensions. Hasitschka et al. (2005) note that cultural goods and institutions are continuously transformed through interaction with audiences and shifting social contexts. From this perspective, libraries can be interpreted as social arenas in which users construct meanings, negotiate identities, and establish networks of recognition. Therefore, examining the quality of human relationships within these environments is essential for understanding their broader cultural and social functions.

Management practices further shape the quality of interaction within public institutions. Organizational models based on flexibility, participation, and open communication tend to strengthen users' engagement and perceptions of inclusion. Coman et al. (2023) highlight that modern cultural management increasingly values collaborative environments capable of integrating social expectations with institutional objectives. Applied to libraries, this suggests that administrative structures, service culture, and staff behavior significantly affect whether users experience the institution as welcoming, distant, inclusive, or bureaucratic.

Another central dimension is the human need for belonging, which strongly influences behavior in collective environments. Baumeister and Leary (2017) propose that belongingness is a fundamental psychological motivation expressed through the desire to establish stable and positive interpersonal bonds. Within public libraries, this need may emerge through repeated visits, trust in staff, participation in cultural activities, and emotional attachment to the place. Thus, belonging transforms the library from a functional service point into a meaningful social environment that supports personal and collective development.

Recent studies have further demonstrated that belonging is positively associated with well-being, motivation, and sustained participation in communities and institutions. Allen et al. (2022) indicate that the experience of being accepted, valued, and socially connected reinforces commitment and long-term engagement across diverse settings. In the context of libraries, this suggests that respectful communication, recognition, and positive human relations can strengthen users' identification with the institution. Accordingly, libraries may contribute not only to knowledge dissemination, but also to social cohesion and community integration.

Despite these contributions, limited research has specifically examined how human relationships within public libraries shape users' sense of belonging, particularly in developing cultural contexts. Existing studies have frequently prioritized technological modernization, service efficiency, or administrative performance, while paying comparatively less attention to interpersonal dynamics and communicative experiences. This gap is especially evident in the Algerian context, where public libraries have expanded their educational and symbolic roles but still face organizational and social challenges related to interaction and participation.

In response to this gap, the present study analyzes the dynamics of human relationships within the Main Public Reading Library of Djelfa and their influence on users' sense of belonging through an integrated socio-organizational and sociolinguistic perspective. By examining communication patterns, symbolic interaction, and institutional practices, this research seeks to contribute to the understanding of libraries as human-centered cultural

spaces. Furthermore, the study offers practical insights for improving organizational communication and strengthening inclusive relationships within public cultural institutions.

## **THEORETICAL REVIEW**

Human relationships within institutions have been widely recognized as essential components of organizational functioning and social integration. Rather than being limited to informal contact, these relationships involve patterns of cooperation, recognition, trust, and communication that shape everyday experiences in collective settings. Katz and Kahn (2015) explain that organizations depend not only on formal structures but also on interpersonal processes that sustain coordination and commitment. In this sense, libraries should be understood as social environments where relational dynamics influence users' satisfaction, participation, and institutional attachment.

From the perspective of organizational sociology, institutions are not static bureaucratic systems but adaptive social structures shaped by rules, interactions, and symbolic meanings. Scott (2016) argues that organizations operate through interconnected regulatory, normative, and cultural-cognitive dimensions that guide behavior and social expectations. Public libraries therefore combine administrative procedures with informal practices that affect how users perceive accessibility, inclusion, and legitimacy. Consequently, organizational environments that encourage openness and cooperation are more likely to foster positive human relationships.

Classical and contemporary organizational theories further suggest that institutions evolve through changing historical and social conditions. Haveman and Wetts (2019) note that organizational theory progressively moved from rigid structural explanations toward approaches emphasizing human behavior, adaptation, and environmental influence. Likewise, Walker (2021) highlights that organizations are embedded in broader political and social contexts that shape authority, participation, and collective action. Applied to libraries, this means that institutional relationships are influenced not only by internal management but also by community expectations and public values.

The communicative dimension of institutional life can be better understood through the sociology of language. Fishman (1997) proposed that language is inseparable from the social environments in which it is used, since linguistic choices reflect identity, hierarchy, and group belonging. In libraries, interactions between staff and users are not merely exchanges of information, but also expressions of courtesy, distance, solidarity, or authority. Therefore, language becomes a central mechanism through which human relationships are constructed and maintained.

Later developments in sociolinguistics expanded this understanding by emphasizing the reciprocal relationship between discourse and social structure. Severo and Görski (2017) explain that Fishman's legacy connected language practices with broader processes of social organization and cultural identity. Romaine (2000) similarly notes that speech behavior varies according to context, status, and community norms, revealing hidden social boundaries and opportunities for inclusion. In public libraries, communicative styles may either facilitate welcoming relationships or reproduce forms of symbolic exclusion.

Language also plays a decisive role in the reproduction of power within institutions. Mooney and Evans (2018) argue that discourse is closely linked to authority because everyday language can legitimize hierarchies, normalize inequality, or promote participation. Within public service settings, formal or bureaucratic language may create psychological distance, whereas clear and respectful communication can generate trust and cooperation. Accordingly, the quality of speech interactions in libraries directly affects users' perceptions of recognition and belonging.

Contemporary scholarship has also emphasized multilingualism, diversity, and the social meanings of communication in public spaces. García et al. (2017) contend that language practices are shaped by mobility, identity, and cultural plurality, particularly in institutions serving heterogeneous populations. Public libraries often receive users from different educational, linguistic, and generational backgrounds, making inclusive communication especially important. When institutions recognize this diversity through accessible discourse and responsive interaction, they strengthen their role as democratic and socially integrative spaces.

Another relevant perspective concerns the ongoing process of organizing rather than the organization as a fixed entity. Weick (2015) explains that institutions are continuously produced through communication, interpretation, and shared action. This view suggests that relationships in libraries emerge daily through routine encounters, problem-solving interactions, and symbolic gestures such as greetings, guidance, or acknowledgment. Thus, belonging is not simply declared by institutional policy, but gradually created through repeated communicative experiences.

Based on these theoretical perspectives, the present study understands public libraries as socio-organizational spaces where human relationships are shaped by management practices, linguistic interaction, and symbolic recognition. Organizational theory helps explain how structures and norms influence behavior, while sociolinguistics clarifies how language mediates inclusion and distance. Together, these approaches provide an integrated framework for analyzing how users experience the Main Public Reading Library of Djelfa. Such a perspective is particularly useful for examining the link between interaction and belonging in contemporary cultural institutions.

## **METHODOLOGY**

This study adopted a qualitative research approach to explore the dynamics of human relationships within the Main Public Reading Library of Djelfa and their influence on users' sense of belonging. Qualitative inquiry is particularly appropriate for examining social realities that involve meanings, perceptions, and lived experiences that cannot be adequately captured through numerical indicators alone. Denzin and Lincoln (2011) state that qualitative research seeks to interpret phenomena in their natural settings by focusing on participants' perspectives and contextual understanding. Therefore, this approach allowed an in-depth exploration of interactional processes within the library environment.

The research design followed an interpretive orientation, as the objective was to understand how users construct meanings regarding communication, recognition, and institutional belonging. Interpretive qualitative studies are especially useful when the phenomenon under investigation is socially constructed through everyday interaction and symbolic experience. Espinoza-Freire (2025) notes that contemporary qualitative research emphasizes understanding complex realities through contextualized and reflective analysis. In this sense, the study sought to reveal how organizational and linguistic practices shape users' experiences in the library.

The fieldwork was conducted at the Main Public Reading Library of Djelfa, selected as a relevant case due to its educational, cultural, and social importance within the local community. As a public cultural institution, the library offers a suitable setting for examining how users interact with staff, institutional norms, and other visitors. The case study logic enabled a detailed analysis of a specific organizational environment while preserving the richness of its contextual characteristics. This facilitated a closer understanding of the relationship between institutional practices and belonging.

Data were collected through semi-structured interviews, a method that combines guiding questions with flexibility for participants to elaborate on their experiences. This instrument was chosen because it allows researchers to access personal perceptions, emotions, and interpretations regarding social interaction. Denzin and Lincoln (2011) highlight that

interviews are valuable tools for understanding how individuals describe and interpret their realities. Accordingly, participants were encouraged to discuss their communication experiences, perceptions of treatment, and emotional connections with the library.

The interview guide was organized around key thematic dimensions related to the objectives of the study. These dimensions included quality of communication with staff, interaction with other users, participation in cultural activities, perceptions of organizational climate, and feelings of recognition or exclusion. Open-ended questions were used to encourage narrative depth and spontaneous reflection. This structure ensured coherence between the research questions and the empirical data while maintaining enough flexibility to capture emerging themes.

A purposive sampling strategy was employed to select participants with relevant experience in the library setting. Purposive sampling is appropriate when researchers intentionally identify individuals who can provide rich and meaningful information about the phenomenon under study. Palinkas et al. (2015) explain that this strategy enhances qualitative inquiry by prioritizing information-rich cases rather than statistical representativeness. Accordingly, participants were selected based on regular attendance, familiarity with the institution, and willingness to discuss their experiences.

The final sample consisted of fourteen participants representing diverse demographic and social backgrounds, including students, university professors, researchers, employees, and independent professionals. This heterogeneity was considered valuable because it provided multiple perspectives on communication patterns and institutional belonging. Including users with different educational levels, ages, and occupational profiles enriched the interpretive depth of the findings. It also allowed the study to identify both shared experiences and contrasting perceptions within the same institutional setting.

Data analysis was conducted through thematic analysis to identify recurring meanings, patterns, and categories across the interview material. Braun and Clarke (2006) define thematic analysis as a flexible method for systematically organizing and interpreting qualitative data through the identification of relevant themes. Following this approach, the interviews were read repeatedly, coded inductively, and grouped into broader analytical categories. This procedure enabled the emergence of themes related to communication quality, symbolic recognition, organizational barriers, and belonging.

The analytical process also incorporated principles associated with inductive qualitative reasoning and conceptual sensitivity. Espinoza-Freire (2024) notes that grounded and interpretive approaches contribute to theory development through the progressive abstraction of meanings derived from empirical evidence. In this study, the analysis moved from individual testimonies to broader conceptual interpretations concerning socio-organizational interaction. This strengthened the explanatory value of the findings while preserving participants' voices and contextual nuances.

Ethical considerations were observed throughout the research process. Participation was voluntary, and all respondents were informed about the academic purpose of the study and their right to withdraw at any time. Confidentiality was ensured by anonymizing personal identities and presenting the results in aggregated analytical form. In line with good academic practice, methodological rigor was supported through careful data organization, transparent procedures, and responsible use of scientific sources, as recommended by Espinoza-Freire (2025).

## **RESULTS**

### **Participant Profile**

The study included fourteen participants selected through purposive sampling based on their regular use of the Main Public Reading Library of Djelfa. The sample reflected diverse social and academic backgrounds, including students, university professors, researchers,

employees, and independent professionals. Participants also differed in age, educational level, and frequency of library attendance, which enriched the diversity of perspectives collected during the interviews. This heterogeneity provided a broader understanding of how different users experience communication, interaction, and belonging within the institution.

**Table 1.**

*Sociodemographic Profile of Participants*

<b>Variable</b>	<b>Main Characteristics</b>
Gender	Male and female participants
Age Range	Young adults to older users
Education	Primary to postgraduate level
Occupation	Students, academics, professionals, employees
Attendance Frequency	Occasional to frequent visitors
Participation Type	Reading, research, seminars, workshops

The variation in participant characteristics revealed that the library serves a socially diverse audience rather than a homogeneous user group. Regular users with higher educational involvement often described deeper engagement with the institution, while occasional users tended to report more functional and limited experiences. These differences suggest that repeated participation may facilitate stronger relational ties and familiarity with the organizational environment.

### **Human Relationships within the Library Space**

Interview findings showed that human relationships within the library ranged from formal and distant interactions to sustained and collaborative connections. Several participants described the institution as a calm and respectful environment, yet not always conducive to spontaneous communication. Others reported meaningful exchanges with staff or fellow users, especially during cultural events or shared academic interests. Overall, relationships were shaped by both personal initiative and the communicative atmosphere of the institution.

**Table 2.**

*Predominant Types of Human Relationships Reported*

<b>Type of Relationship</b>	<b>Main Description</b>
Formal	Greetings, brief requests, procedural contact
Limited Interaction	Occasional exchanges or advice
Cognitive-Interactive	Discussions on ideas, study, or culture
Cooperative	Temporary collaboration during activities
Sustained	Ongoing friendships or repeated dialogue

These findings indicate that the library functions simultaneously as a service space and a potential social environment. However, sustained relationships appeared less common than formal or situational interactions, suggesting that social integration remains uneven across users.

### **Communication Patterns and User Perceptions**

Participants consistently identified communication style as one of the most influential factors affecting their experience in the library. Friendly, clear, and dialogical communication from staff was associated with comfort, trust, and willingness to return. In contrast, formal, distant, or bureaucratic communication often generated emotional detachment and reduced social

openness. Communication therefore emerged as a central mechanism linking organizational practice with users' perceptions of inclusion.

**Table 3.**

*Communication Styles and Reported Effects*

<b>Communication Style Reported Effect</b>	
Friendly and open	Trust, comfort, positive relationships
Interactive	Stronger engagement and belonging
Neutral	Functional but emotionally distant experience
Formal	Limited connection with staff
Dry / bureaucratic	Weak interaction and dissatisfaction

The data suggest that communication quality may be more decisive than demographic variables in shaping perceptions of human relations. Users responded positively when staff interactions conveyed respect, warmth, and availability.

**Role of Cultural Activities in Social Interaction**

Cultural programs were frequently mentioned as important opportunities for interaction among users. Workshops, seminars, reading circles, and discussion sessions enabled participants to meet others, exchange ideas, and build temporary or lasting social ties. In several cases, relationships initiated during events continued beyond the activity itself. Conversely, participants who rarely attended events often reported weaker social connections within the library.

**Table 4.**

*Impact of Cultural Activities on Relationships*

<b>Activity Type</b>	<b>Main Social Outcome</b>
Seminars	Intellectual exchange
Workshops	Cooperation and networking
Reading sessions	Shared interests and dialogue
Cultural forums	Friendship development
No participation	Minimal social connection

These findings indicate that organized activities extend the library's function beyond information provision by creating structured spaces for interaction and belonging.

**Symbolic and Linguistic Dimensions of Belonging**

Participants also referred to symbolic elements such as greetings, welcoming expressions, visual identity, respectful silence, and culturally familiar language. These features influenced whether users perceived the library as accessible and socially meaningful. Inclusive language and positive gestures encouraged comfort and return visits, while unclear signage or excessively formal discourse created distance. Belonging was therefore shaped not only by direct interaction but also by the symbolic environment.

**Table 5.**

Symbolic Factors Associated with Belonging

<b>Symbolic Element</b>	<b>Reported Influence</b>
Welcoming expressions	Increased comfort
Friendly language	Stronger belonging
Respectful atmosphere	Positive perception
Cultural identity symbols	Pride and connection
Unclear signs / rigid language	Alienation or distance

The findings show that symbolic communication plays a meaningful role in users' emotional relationship with the institution.

**Organizational and Demographic Influences**

Participants emphasized that internal organization also affected opportunities for interaction. Clear guidance, flexible spaces, and accessible staff promoted positive experiences, whereas confusing layouts or rigid procedures discouraged engagement. Although age, education, and attendance frequency influenced perceptions to some extent, these variables were less decisive than communication quality and organizational climate. Frequent users generally reported stronger attachment due to repeated exposure and familiarity.

Overall, the results demonstrate that belonging within the library emerges through the interaction of relational, communicative, symbolic, and organizational factors. Public libraries are therefore experienced not only as places for reading and study, but also as environments where human relationships can either flourish or remain constrained depending on institutional practices.

**DISCUSSION**

The findings confirm that human relationships constitute a central dimension of users' experiences within public libraries. Although these institutions are commonly evaluated through service efficiency or access to information, the results indicate that interpersonal treatment, recognition, and communicative openness strongly shape users' perceptions of the library. This supports the argument of Scott (2016) that organizations operate not only through formal rules but also through normative and cultural dimensions that influence behavior. In the case of Djelfa, the library emerged as both an administrative institution and a relational social space.

A major result of the study concerns the decisive role of communication style in shaping belonging. Participants consistently associated friendly, respectful, and dialogical interactions with trust and emotional attachment to the institution, while distant or bureaucratic communication generated detachment. These findings are consistent with Fishman (1997), who emphasized that language reflects and organizes social relationships within institutional settings. Likewise, Mooney and Evans (2018) note that discourse can reproduce either hierarchy or participation depending on how it is used in everyday interaction.

The results also reinforce sociolinguistic perspectives that link communication practices with identity and inclusion. Users responded positively when language was accessible, welcoming, and culturally familiar, suggesting that discourse functions as a mechanism of symbolic recognition. Romaine (2000) argues that linguistic behavior varies according to social context and often signals acceptance or exclusion. Similarly, García et al. (2017) highlight that institutions serving diverse populations must adopt inclusive communicative practices. In this

study, language clearly influenced whether users perceived the library as socially open or psychologically distant.

Another important contribution concerns the relationship between organizational climate and participation. Users reported more positive experiences when the library environment was clear, flexible, and supportive of spontaneous interaction. These findings align with Katz and Kahn (2015), who explain that organizational effectiveness depends heavily on informal processes such as cooperation and mutual adjustment. In contrast, rigid procedures and confusing internal arrangements limited social engagement. Therefore, institutional belonging appears closely connected to everyday organizational practices rather than formal mission statements alone.

The positive impact of cultural activities further demonstrates that belonging is strengthened through shared participation rather than passive service consumption. Workshops, seminars, and discussion sessions created opportunities for networking, collaborative learning, and repeated interaction among users. This observation is compatible with Stewart and Hartmann (2020), who argue that contemporary public institutions increasingly function as mediators of collective participation within transformed public spheres. In Djelfa, cultural programming helped convert the library into an active civic environment rather than a merely functional reading facility.

The study also confirms the relevance of belonging as a psychological and social construct within cultural institutions. Participants who felt respected and valued were more likely to report loyalty, frequent attendance, and emotional connection to the library. These results strongly reflect the framework proposed by Baumeister and Leary (2017), who identified belongingness as a fundamental human motivation. More recent evidence by Allen et al. (2022) similarly suggests that acceptance and recognition enhance long-term engagement. The Djelfa case extends these ideas into the context of public libraries.

From a theoretical perspective, the findings support an integrated socio-organizational and sociolinguistic interpretation of library life. Human relationships were shaped neither exclusively by personal traits nor solely by structural conditions, but by the interaction of communication, symbolic environment, management style, and repeated participation. This dynamic perspective is consistent with Weick (2015), who conceptualizes organizations as ongoing processes continuously produced through communication and shared sense-making. Thus, belonging in libraries is not static, but progressively constructed through everyday encounters.

A distinctive contribution of this study is the practical relevance of what may be termed interactive organizational discourse. This concept refers to communicative practices through which institutions generate trust, participation, and positive relational climates. Rather than treating discourse as a neutral administrative tool, the findings suggest that language can actively strengthen social cohesion and user commitment. Such an interpretation expands the relationship between organizational sociology and sociolinguistics identified by Severo and Górski (2017), applying it directly to cultural institutions.

Despite these contributions, the findings should be interpreted within the limits of a single-case qualitative design. The results offer analytical depth regarding the Djelfa library, but they are not intended for statistical generalization. Nevertheless, the patterns identified may inform future comparative studies across libraries and other public cultural institutions. Overall, the discussion demonstrates that libraries remain vital human-centered spaces where communication and relationships are as important as collections and infrastructure.

## **CONCLUSION**

This study confirms that human relationships within public libraries represent a fundamental component of the institutional experience rather than a secondary or incidental factor. The findings demonstrated that users' perceptions of the Main Public Reading Library of Djelfa

were strongly influenced by the quality of communication, interpersonal treatment, and opportunities for meaningful interaction. In this sense, the library was experienced not only as a place for reading and study, but also as a social environment where belonging could be strengthened or weakened through everyday encounters.

The results also showed that communication style plays a decisive role in shaping users' emotional connection to the institution. Friendly, respectful, and dialogical interactions were associated with trust, satisfaction, and repeated attendance, whereas distant or bureaucratic communication tended to generate social detachment. These findings indicate that language functions not merely as a tool for transmitting information, but as a mechanism through which institutions communicate recognition, openness, and inclusion.

Another important conclusion is that organizational climate significantly affects the development of human relationships. Flexible internal arrangements, accessible guidance, and supportive staff behavior encouraged participation and positive perceptions of the library. By contrast, rigid procedures and unclear organizational practices limited users' opportunities for engagement. Therefore, belonging emerges not only from personal motivation, but also from institutional conditions that facilitate interaction and participation.

The study further revealed that cultural programs and collective activities contribute substantially to relationship building within libraries. Workshops, seminars, reading sessions, and discussion forums created spaces for social exchange, collaborative learning, and the formation of enduring interpersonal ties. This demonstrates that cultural programming should be understood as a strategic resource for strengthening the civic and social role of libraries in contemporary communities.

From a theoretical perspective, the research supports an integrated socio-organizational and sociolinguistic understanding of public libraries. Human relationships were shaped through the interaction of discourse practices, symbolic recognition, management style, and repeated participation. Based on these findings, the concept of interactive organizational discourse is proposed to explain how communication can generate trust, cohesion, and institutional attachment within cultural organizations.

Although the study focused on a single case and does not seek statistical generalization, it provides valuable analytical insights for similar public institutions. Future research may compare libraries across regions or explore quantitative relationships between communication quality, organizational climate, and belonging. Overall, the study concludes that strengthening human relationships is essential for transforming libraries into more inclusive, participatory, and socially meaningful institutions.

## **STUDY LIMITATIONS**

This study was limited by its qualitative single-case design focused on the Main Public Reading Library of Djelfa, which restricts the statistical generalization of the findings to other contexts. In addition, the sample size was intentionally small and based on purposive selection, prioritizing depth of experience over representativeness. Participants' responses were also shaped by personal perceptions and subjective interpretations of their interactions within the institution.

## **FUTURE STUDIES**

Future research should examine human relationships and belonging across multiple public libraries in different regional and cultural contexts. Comparative and mixed-methods studies could provide broader evidence regarding the relationship between communication quality, organizational climate, and user engagement. Longitudinal studies may also help determine how institutional reforms influence belonging over time.

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## CONFLICT OF INTEREST STATEMENT

The author declares that there is no conflict of interest regarding the publication of this article.

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