



Library administrative service strategy on archives and library department in murung raya district

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ABSTRACT

Mobile library services in Murung Raya Regency have not been carried out optimally. One of the main obstacles is geographical conditions, which causes mobile library services to be inefficient. The purpose of this study is to analyze the mobile library services carried out by the Archives and Libraries Office, especially at the mobile library itself. Qualitative descriptive methods are used with SWOT data analysis techniques, as well as Internal Factory Analysis Summary (IFAS) and External Factory Analysis Summary (EFAS) matrices, to determine the position of library administration services. The results of this study indicate that the wide geographical area requires an adequate number of librarians, so that scheduled training is necessary. The low budget allocation from the government makes mobile library services less than optimal, and the low reading interest of the community is a factor that must be improved. To achieve library services, it is necessary to increase collaboration between volunteers and employees, involve employees in visits to new locations, plan to open mini libraries, and use social media to convey important information to the public.

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INTRODUCTION

The literacy level in Indonesia is in a low position when referring to the literacy index according to UNESCO, which is ranked 71 out of 77. The condition of the low literacy ranking is more worrying if it is related to the reading interest of the Indonesian people, namely that out of 1000 Indonesians only 1 is an avid reader (Pitoyo, 2020). In line with people's interest in reading which is still low (from data, Indonesia ranks 62 out of 70), the government has long issued legislation (UU Number 43 of 2007 concerning Libraries) which promotes the promotion of a love of reading by make use of the library (Ristiyono & Nurhayati, 2019). Implementation of the above regulations gives authority to regional governments, at the provincial and district/city levels to determine regional policies within the framework of library development and guidance in their respective regions (Rogers & Taufiqurrahman, 2021). Cultivating a love of reading through families, educational units and the community can be done through the provision of library facilities in public places that are easy to reach, cheap and of good quality, such as mobile libraries with simple facilities that can provide

benefits to the love of reading for the community. Murung Raya Regency Government through Government Regulation Number 18 of 2016 concerning Regional Apparatus and Murung Raya Regency Regional Regulation Number 9 of 2016 concerning the Formation and Structure of Murung Raya Regency Regional Apparatus, the Murung Raya Regency Archives and Library Service was formed, precisely on December 7 2016. The Karsipan and Library Service of Murung Raya Regency, Murung Raya Regency (Disarpus Mura) is trying to develop itself into an agency that can play a positive and active role in developing the community of Murung Raya Regency towards the Golden Generation. The policies and programs of Disarpus Mura in the library sector are to establish regional policies in coaching and developing libraries; organize, supervise and analyze the implementation of library management; and increasing interest and reading culture at all levels of society in order to increase human resources and community welfare (Wandasari et al., 2019). In 2019 and 2020, there were 6 human resources assigned to the library sector and in 2021 there were 5 people. The five human resources in the library sector have educational backgrounds, namely 2 Bachelor of Education (S.Pd) and 2 Bachelor of Economics (SE), and 1 honorary person.

Based on the data obtained, the total book collection at Disarpus Mura in 2021 will be 19,057 books with various titles and quantities. The number of borrowers of library materials in 2019 was 33,741 people, but in 2020 and 2021 there was a decrease of 5,284 people and 4,322 people respectively due to restrictions on visitors to prevent transmission of the Covid-19 pandemic. According to Rachmadi et al., (2023) that mobile libraries are an extension of services (extension) of district/city public libraries. The library provides services by visiting people's residences or places of activity on a certain schedule and collaborating with the community. Until 2022, the mobile library operated by Disarpus Mura in the Library Sector is in the form of two mobile units which aim to serve people who are not reached by public library services. Starting in 2021, the budget allocated to mobile libraries is IDR. 17,500,000, most of which is for fuel and human resource operations. The main targets of this mobile library car are elementary schools, middle schools and high schools in Murung Raya, especially those that can be reached using the car (Interview with Kadisarpus Mura, 2022).

The obstacles faced by human resources in this mobile library are limited human resources in the library sector, limited book collections, lack of digital-based information facilities for mobile library services, limited operating hours, the absence of professional staff or human resources with librarian education, and infrastructure that makes it difficult for mobile libraries to reach villages that have to cross rivers (Ruddah et al., 2023). The distance between sub-districts is quite far from the district capital, making it difficult for mobile libraries to reach these areas by car (Aromatica et al., 2022). Apart from that, the topographical conditions of Murung Raya Regency in the south to east are relatively low land, while in the north it generally takes the form of hills, folds and faults lined by mountains.

Based on data from the Murung Raya Regency Central Statistics Agency in the transportation sector, only 12% of the roads in the entire Murung Raya Regency area are in good condition, while 75% are in a heavily damaged condition (Pandjaitan, 2023). Data on mobile library visits from the Murung Raya Regency Archives and Library Service notes that for sub-districts which are far away and whose roads are in serious disrepair, mobile library visiting services have never been provided. So far, the sub-districts that are routinely visited by mobile libraries are limited to sub-districts that are located close to the district capital, namely Murung Sub-district, Tanah Siang Sub-district, Tanah Siang Selatan Sub-district, and Laung Tuhup Sub-district. In the community aspect, the obstacle faced is the low level of public interest and awareness in visiting mobile libraries, which can be seen from several mobile car services that are empty of visitors. In the policy aspect, the obstacle faced is the very limited budget of the Murung Raya Government so that the space for increasing human resources (employees), increasing infrastructure and improving services to the community is quite hampered. Deep tire Kaya et al., (2019) argues that policy concerns the decision-making process for determining goals and the best ways or

alternatives to achieve those goals. With a policy aimed at mobile libraries increasing people's reading power, the Murung Raya Government pays little attention to the state of existing human resources capabilities, infrastructure is lacking, and digital library service facilities are still difficult.

All employees who are placed in the library sector do not have a librarian educational background and do not receive socialization and guidance in carrying out good library management. In fact, Keban is deep Bryson & Bert, (2020) believes that one of the elements that is considered important in public administration is management which concerns the process of how activities that have been designed can be implemented (driven, organized and controlled) to achieve organizational goals. Also research Anggraini et al., (2022) at the South Sumatera Province Mobile Library stated that all mobile library staff were not librarians, making it difficult to create SOPs that met standards. Also relevant to the research results Pratiwi in Pandjaitan, (2023), which states that the obstacles in managing the mobile library of the Archives and Library Service in Paal Merah District, Jambi City are a less than optimal service system, not optimal facilities and infrastructure, not optimal human resources. Also research (Antwi et al., 2020) that the obstacles that affect mobile library services are the lack of human resources because there are very few mobile library staff, then the fuel and budget from the government is not optimal. This means that the obstacles faced by mobile libraries are generally the number and competence of employees, inadequate budget and infrastructure.

Public administration is the process by which public resources and personnel are organized and coordinated to formulate, implement and manage decisions in public policy (Stroińska, 2020). Public administration in the library sector, especially in mobile libraries, is a collaboration carried out by Disarpus Mura human resources and the community in meeting public needs efficiently and effectively in accordance with (Law of the Republic of Indonesia Number 43 of 2007 concerning Libraries) which aims to increase the culture of people's love of reading. The policies implemented by the Murung Raya Regency Government in increasing the culture of people's love of reading through mobile libraries must produce recommendations that take into account various programs that can be described and implemented according to the objectives of the policy. Policy emerges from a process that takes place over time. Policy is dynamic, not static (Diercks et al., 2019). This means that after a certain policy is formulated, adopted, then implemented, feedback will arise and so on, that the policy in providing mobile library services in Murung Raya to the community is a process that has been formulated in advance (Piñeiro et al., 2020). This government policy should be supported by the government to produce feedback on satisfaction with public services based on this policy, such as increasing the budget, increasing human resource competency, increasing human resources with librarian educational background so that the policies taken in public administration in the Murung Raya Government are more optimal.

The obstacles faced by Disarpus Mura employees in the library sector from the researcher's perspective are the aspect of government policy. The very limited budget of the Murung Raya Government means that space for increasing human resources (employees), increasing infrastructure and improving services to the community is quite hampered. There are also limited human resources in the library sector, there are no professional staff or human resources with librarian education, limited book collections, lack of digital-based information facilities for mobile library services, limited operational hours (Hasni et al., 2023). The public also has low interest and awareness in visiting mobile libraries, which can be seen from several mobile car services that are empty of visitors. The information underscores the urgency of addressing Indonesia's low literacy levels and limited reading interest, as reflected in its UNESCO literacy index ranking. While government legislation aims to promote a love of reading through libraries, challenges faced by the Murung Raya Regency Archives and Library Service in implementing mobile library services are evident. Researchers are poised to offer policy recommendations for optimizing budget allocation, improving infrastructure, and enhancing human resources with librarian education to strengthen

mobile library services. Additionally, opportunities for innovative community engagement strategies, solutions to overcome geographical barriers, and technological integration for library services should be explored. The absence of digital-based information facilities and the need for continuous feedback mechanisms suggest areas for focused research. Comparative analyses with other regions can provide insights into successful strategies for increasing reading interest and literacy levels, offering a comprehensive approach to address the multifaceted challenges faced by mobile libraries in Indonesia.

The study underscores the importance of overcoming geographical barriers, leveraging technology for library services, and implementing innovative community engagement strategies. Acknowledging the absence of digital-based information facilities, the research suggests exploring opportunities for technological integration and establishing continuous feedback mechanisms. By conducting comparative analyses with successful models in other regions, the research aims to provide a holistic approach to address the multifaceted challenges faced by mobile libraries in Indonesia. Ultimately, the expected benefits of this research extend beyond the immediate context, offering valuable insights for policymakers, administrators, and researchers in the field, with the overarching goal of enhancing literacy levels and fostering a love of reading among the Indonesian population.

RESEARCH METHODS

This research design is descriptive in form, namely a problem formulation that guides researchers to explore and photograph the social situation that will be studied thoroughly, broadly and in depth. The purpose of conducting an analysis of mobile library services at the Murung Raya Regency Archives and Library Service is to collect information about mobile libraries in Murung Raya Regency and help analyze the services in the library at the Murung Raya Regency Archives and Library Service in order to find out the impact of policy administration which has been realized by the government through the Murung Raya Regency Archives and Library Service. The data source in the analysis of mobile library services at the Murung Raya Regency Archives and Library Service uses the 3P qualitative namely person (person), paper (document), and place (place). The data for this research is derived from various sources. Firstly, information gathered from individuals includes the Head of Disarpus and three mobile library employees, the Head of the Murung Raya Regency Communication and Information Service, one person, as well as six individuals comprising Village Heads and School Principals. Additionally, input is sought from the community and students who frequently avail the services of the mobile library, totaling 30 people. Secondly, documentation is another source of data, encompassing materials such as documents possessed by the mobile libraries, which are accessible through the Murung Raya Regency Archives and Library Service. The collection also includes previous research journals, laws, regulations, and policies associated with libraries in Murung Raya Regency. Lastly, data related to the physical environment is acquired through observation. This involves observing the mobile library services facilitated by mobile library cars in the Puruk Cahu area. These three distinct sources collectively contribute to a comprehensive understanding of the various facets of mobile library services in the specified region.

Data analysis methods in this research includes data reduction plays a crucial role in this phase, involving tasks such as summarizing, selecting key elements, and focusing on the pertinent details while identifying overarching themes and patterns. This step is essential for discarding extraneous information that does not contribute to the core objectives of the analysis. Once the data is reduced, the next step involves presenting it effectively through data display. This can take the form of concise descriptions, charts, relationships between categories, flowcharts, and other visual aids that enhance the comprehension of the findings. Finally, the process culminates in conclusion drawing or verification. This phase transforms the previously obscure or unclear aspects of the

data into a lucid and comprehensible representation, which may manifest as causal relationships, interactive dynamics, or the validation of hypotheses and theories. Overall, these steps collectively contribute to a thorough and insightful analysis of the research data.

RESULTS AND DISCUSSION

Government Authority to Increase Favorite of Reading

The policy of orderly performance accountability reports by library employees can improve good government in Murung Raya Regency. The ease of obtaining Disarpus Mura performance reports as in this research can provide an overview of the transparency carried out by Disarpus both in terms of budget performance and activities carried out in the field. Policies on transparency of performance reports provide concrete evidence that Disarpus Mura carries out public administration functions well in Murung Raya Regency. Based on Law no. 43 of 2007 Article 8 states that district/city governments have the authority to promote the love of reading by utilizing libraries, and Article 10 states that district/city governments have the authority to determine regional policies in fostering and developing libraries in their respective regions. Article 48 adds that increasing the culture of a love of reading through families, educational units and the community can be done by providing library facilities in public places that are easily accessible, cheap and of good quality.

This research analyzes the mobile library services of the Murung Raya Regency Archives and Library Service. Increasing employee competency through librarian training can improve employee/officer skills in managing libraries and improve services even though there are still obstacles. Also, the implementation of SOPs is clear and detailed, making it easier for employees/officers to work. Management of book collections carried on mobile library cars has been managed well by officers. According to (Christensen et al., 2020) argued that by paying attention to the many elements that are considered important in public administration literature, it must be seen from at least six strategic dimensions, namely the policy dimension, organizational structure dimension, management dimension, ethical dimension, environmental dimension, and performance accountability dimension. Good ethics in increasing the interest and reading culture of the people in Murung Raya Regency can have an impact on achieving the goals of the Disarpus Mura organization. Optimal service ethics to the community can attract people to read in mobile library cars because of optimal service and clear and simple information from officers. This means that good ethics in service on mobile library vehicles supports people's satisfaction in reading books.

Public administration in the library sector, especially in mobile libraries, is a collaboration carried out by Disarpus Mura human resources and the community in meeting public needs efficiently and effectively in accordance with (Law of the Republic of Indonesia Number 43 of 2007 concerning Libraries) which aims to increase the culture of people's interest of reading. Kominfo also supports promoting this mobile library on the Kominfo Mura website. What still hinders the Disarpus policy is limited staff, a small budget, incomplete infrastructure and a lack of public interest in reading. The policies taken by Disarpus to increase people's interest and reading culture in Murung Raya Regency started with encouragement from superiors to mobile library car officers to provide the best service to the community and Disarpus also provided records in the form of overtime pay to officers if they implemented SOPs well. Also Dunlop et al., (2020) says that public administration is a field in which leaders serve society to advance the common good and bring about positive change.

Obstacles and Concrete Steps in Public Service Policy

In the survey of satisfaction of visitors to mobile libraries in Murung Raya, especially at schools that were used as research subjects, namely in Bahitom Village, Danau Usung Village and Beriwit Village, the satisfaction was different as follows:

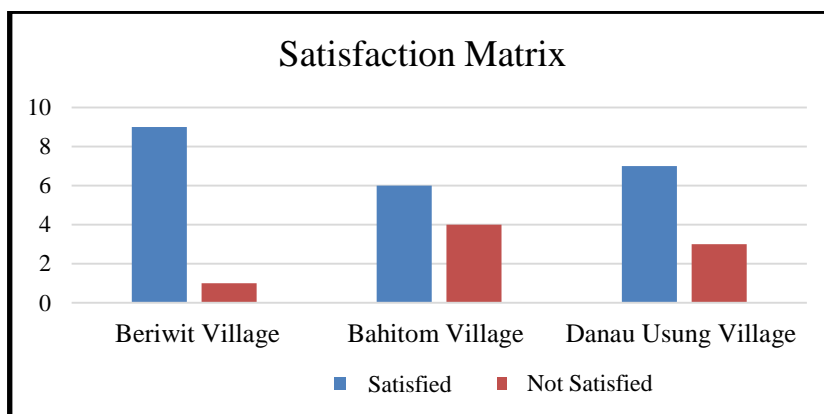


Figure 1. Satisfaction Matrix for Mobile Library Visitors in Bahitom Village, Danau Usung Village and Beriwit Village

Based on a satisfaction survey of 30 visitors to mobile library cars in Murung Raya Regency, it was found that the clarity of information provided by officers to visitors was the highest satisfaction, while the highest level of service dissatisfaction was the uncertainty of when the mobile library car visited. The public service policy implemented by Disarpus Mura in mobile libraries experienced several obstacles such as a limited number of employees, a small budget, and village locations that were difficult to reach, but Disarpus took concrete steps to achieve the goal of increasing the community's reading interest and culture, namely in collaboration with other parties. -other parties in supporting the Disarpus program on an ongoing basis. According to (Petrescu, 2019), public services are activities provided to assist, prepare and manage goods or services from one party to another. Transparent accountability is also a manifestation of good administrative factors. According to Lapuente & Van de Walle, (2020), that accountability must be transparent because the provision of public services must be open, easy and accessible to all parties who need them and provided adequately and easily understood. This means that a transparent mobile library policy must be accountable in accordance with statutory provisions.

SWOT Analysis and Strengths of Mobile Library Services

The importance of library services in particular has been demonstrated in international comparative surveys that rank countries' educational attainment according to various indicators such as test scores, teacher qualifications, and graduation rates (Rodríguez-Hernández et al., 2020). The SWOT analysis aims to analyze the strengths, weaknesses, opportunities and threats of the Murung Raya Regency Archives and Library Service's mobile library services. According to results, that The strength of the Disarpus Mura mobile library service lies in its strategic policies and operational capabilities aimed at increasing public interest and fostering a reading culture in Murung Raya Regency. This is evident in the organization's clear and detailed SOP, facilitating efficient work for mobile library employees, even for those without a librarian educational background who are given opportunities for training (Bell & Goulding, 2023). However, the mobile library service faces challenges such as a small budget allocation, limited human resources, inadequate infrastructure, absence of employees with a bachelor's degree in librarianship, and a

limited reach to locations beyond the capital city of Murung Raya Regency. Despite these weaknesses, opportunities arise with support from Murung Raya Regency Kominfo, the Central Government, and educational institutions, as well as the potential for collaboration with various parties and the use of social media for promotion. Barriers to the service include a lack of public interest, difficult access to villages, primarily through water transportation, and the unpredictability of weather affecting timely arrivals at planned locations. Despite these challenges, Disarpus Mura's mobile library service strives to overcome obstacles and leverage opportunities in its ongoing mission to promote reading culture in Murung Raya Regency.

Strength is the situation or condition of the strength of the mobile library service. Supporting factors can be technology, resources, expertise and reader base or other advantages that may be obtained thanks to financial resources, image, excellence and relationships with the community (Cahyono in Pandjaitan, 2023). The strength of the mobile library service lies in Disarpus' policy of supporting people's interest and reading culture, having clear and detailed SOPs, employees on duty having taken librarian training, having two appropriate operational cars, and providing rewards to employees. The strength of the Disarpus Mura policy is the basis for implementing optimal services to the community through mobile libraries.

Increasing public interest and reading culture in Murung Raya Regency is supported by clear and detailed operational standards for officers so that employees' work is easier. According to Lubis et al., (2020), standard operating procedures (SOP) are guidelines used to confirm that an organization's operational activities can run well and smoothly. This means that the SOP that has been prepared by Disarpur is able to support the organization in carrying out mobile library activities well and smoothly.

Efforts to Improve Services and the Role of Collaboration with the Community

Efforts made by the Archives and Libraries Service In a comprehensive strategic approach, Disarpus Mura in Murung Raya Regency has undertaken initiatives to capitalize on its strengths and opportunities (SO Strategy) (Adewale Akinola, 2021) stated, that the involves strengthened collaboration with various stakeholders, including the Ministry of Communication and Information and Educational Institutions, to educate the public about mobile libraries, enhancing reading interest and culture. Clear SOPs and regular training sessions for employees on mobile library vans aim to streamline operations, while an incentivized approach, such as overtime pay for outstanding performance, further motivates the team. Additionally, Disarpus Mura addresses weaknesses and seizes opportunities (WO Strategy) by establishing mini libraries through collaborations, engaging volunteer resources, and improving infrastructure for reader comfort. Exploring government applications and optimizing the 120-minute time frame demonstrate innovative approaches. Leveraging strengths and overcoming obstacles (ST Strategy) involves aligning policies with the primary objective of fostering reading culture, employing attractive promotions, and enhancing facilities to stimulate interest. Collaborations with local village heads in challenging-to-reach areas and the development of clear SOPs for external obstacles exhibit a proactive stance. Lastly, efforts to exploit weaknesses and obstacles (WT Strategy) encompass leveraging social media for detailed communication, emphasizing collaboration with local authorities in cost-sensitive areas, and continuous infrastructure improvements to tackle unpredictable weather challenges (Rashid et al., 2023). This multifaceted strategy underscores Disarpus Mura's commitment to enhancing reading culture throughout Murung Raya Regency.

In the context of Disarpus Mura's multifaceted strategy, collaboration, as defined by the concept of cooperation, is instrumental in fostering initiatives that benefit all members involved. This cooperative approach is particularly evident in the strengthened collaboration with various stakeholders, including the Ministry of Communication and Information and Educational Institutions. Such collaborations are grounded in a shared goal of educating the public about

mobile libraries, thereby enhancing reading interest and culture in Murung Raya Regency. According to Yuliarmi et al., (2020), cooperation is someone who cares about another person or group of people so that an activity is formed that is the same and benefits all members based on mutual trust between members and upholding applicable norms. The commitment to collaboration is aligned with the principles of cooperation, where individuals or groups genuinely care about one another, forming activities that are mutually beneficial and founded on trust while upholding applicable norms. As highlighted in the strategic initiatives, training serves as a pivotal route to increasing competency for human resources. The training programs implemented by Disarpus Mura emphasize the importance of building and developing the knowledge and skills of individual employees, especially in the field of librarianship. This focus on training aims to achieve adequate competency, ensuring that the services provided meet the satisfaction of the Murung Raya Regency community. Therefore, the cooperative spirit and training initiatives within Disarpus Mura's strategy exemplify a concerted effort to elevate the knowledge, skills, and service quality, in line with the overarching goal of enhancing reading culture in the region. Training is one route to increasing competency for human resources. Increasing competence through training can obtain additional knowledge, skills and attitudes. Librarian training to build or develop the knowledge and skills of individual employees in order to achieve adequate competency in librarian field so that service satisfaction can be felt by elements of Murung Raya Regency society.

CONCLUSION

Based on the results of the analysis conducted, The Murung Raya Regency Archives and Library Service successfully implemented a mobile library administration strategy, emphasizing employee competency, infrastructure, specific book collections, SOPs, and transparent reporting. . Despite challenges, including a limited workforce and budget constraints, collaboration with external entities proved effective. This research makes significant contributions to the field of mobile library services by highlighting the effective strategies employed by The Murung Raya Regency Archives and Library Service. The study emphasizes the success of their mobile library administration strategy, focusing on enhancing employee competency, infrastructure, specific book collections, SOPs, and transparent reporting. Notably, the collaborative approach with local communities, aligned with principles of public administration, demonstrates strengths in policies, SOPs, trained staff, operational vehicles, and incentivization. Despite challenges, collaboration with external entities is identified as a practical solution, providing insights into addressing resource constraints. The research has global implications, stressing the importance of a collaborative community model for mobile library success and suggesting policy recommendations. It also underscores the value of innovative approaches, particularly in librarian education and community-centric reading initiatives. The research emphasizes the importance of a collaborative community model for global mobile library success, suggesting policy recommendations. Innovative approaches, like collaboration with external entities, address resource challenges, with implications for librarian education and community-centric reading initiatives. Acknowledging limitations, future research could broaden the scope and employ rigorous methodologies. In summary, the study offers insights into mobile library success, influencing best practices, policy recommendations, and innovative approaches globally. Continuous exploration of collaborative models is encouraged for broader impact on community engagement and literacy enhancement worldwide.

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