

Digital Service Management at the NTB Provincial Library and Archives Service

Kim Jeanyoung¹, Untung Waluyo¹, Sudirman¹, Asrin¹, Fahrudin¹

¹ *University of Mataram*

Jl. Majapahit No 62 Mataram, Nusa Tenggara Barat, Indonesia

DOI: [10.22178/pos.102-9](https://doi.org/10.22178/pos.102-9)

LCC Subject Category: L7-991

Received 26.02.2024

Accepted 25.03.2024

Published online 31.03.2024

Corresponding Author:

Kim Jeanyoung

Jinyoung145@daum.net

© 2024 The Authors. This article is licensed under a [Creative Commons Attribution 4.0](https://creativecommons.org/licenses/by/4.0/)

License 

Abstract. This research aims to describe the management of the NTB Provincial Library and Archives Service to maintain digital services. A qualitative approach with a descriptive research design was used as the research method. Observation, interview and documentation techniques were used as data collection tools. Data analysis was done through data collection, reduction, presentation, and conclusions drawing. Checking the validity of the data is carried out using credibility, transferability, dependability and confirmability tests. The results of the data analysis show that the NTB Regional Library has attempted to improve its services through careful and measurable program planning. The results of this research also show that 1) The management of the NTB Provincial Library and Archives Service, starting from planning, organising, implementing and evaluating, is excellent, but it is constrained by the budget to meet the renewal of book collections and adequate infrastructure to facilitate library users; 2) The quality of digital services available at the NTB library service is relatively assured, marked by excellent services provided by the library. The library provided an e-lib application to allow the public to access library resources anywhere and anytime. However, adding more infrastructure must improve the quality of existing services.

Keywords: Management; Library Digital Services; Education.

INTRODUCTION

Libraries offer many sources of information and knowledge, such as computers, internet access, and educational programs. These resources are especially beneficial for individuals needing access to such tools at home. Some libraries also have special collections of rare or historic books and manuscripts that can be used for research. Learning about libraries can involve learning about their history, such as how they organise and manage the different types of materials and services offered. This also includes studying the impact of libraries on society, such as the role of libraries in promoting literacy and providing access to information for people of different ages and backgrounds. Overall, libraries play a crucial role in fostering community and providing a safe and inclusive space for individuals to engage in lifelong learning. Generally, libraries host various educational and cultural events, such as author

talks, book clubs, and art exhibitions, further enriching the community's intellectual and social fabric. Understanding the multifaceted nature of libraries allows us to appreciate their significance beyond just being repositories of books and resources.

Libraries are the gateway for local communities to acquire knowledge, providing primary conditions for lifelong learning, independent decision making and the cultural development of individuals and social groups. The existence of libraries in society is maintained because libraries have functions related to the interests of society. The function of the library is as a means of storing human written works, a means of providing information, a means of communication, a means of non-formal and informal education, a means of cultural education and a means of developing an appreciation of people's culture [1]. In the same regard, the author [2] explained that libraries are sources of information, education and research that

function as media and bridges that connect information and knowledge, as well as healthy, cheap and helpful recreation areas. Libraries also improve community communication to understand the history and past thoughts for future change and development. In this way, libraries can act as a benchmark for society's progress because when society develops, libraries also develop. Indirectly, a functioning library that has been utilised as well as possible can play a role in reducing and preventing juvenile delinquency and improving the quality of education. The author [3] gives the example of public libraries as crucial social infrastructure and emphasises the importance of investment because they are open public spaces that guarantee free access.

As explained above, a library is more than just a place to read and borrow books. It is also a hub of knowledge and resources, offering various services such as access to online databases, research assistance, and educational programs. Libraries often serve as community gathering spaces, hosting events and workshops that promote learning and engagement among individuals of all ages. From the perspective of residents and users, libraries are cultural and learning facilities that satisfy intellectual curiosity and cultural needs. The library is a space where communication and the exchange of information between people take place. In particular, libraries are social infrastructure that contributes to guaranteed access to information and knowledge and serves as a means of bridging gaps in disadvantaged communities, such as the elderly, disabled, and low-income communities. They provide various resources, including books, magazines, and digital materials, that cater to their users' diverse interests and needs. Additionally, libraries often offer multiple programs and services, such as workshops, lectures, and community events, fostering a sense of community and promoting lifelong learning.

Theoretically, the author [4] describes the role of modern public libraries as follows: 1) community and social centre; 2) play space; 3) learning space; 4) economic asset for the community; 5) lifelong learning centre; 6) museum; 7) cultural centre; 8) window to the world; 9) energy place; and 10) marketing research centre. The author said that knowledge-based public libraries can be essential for traditional and modern communities. Public libraries are in the 'third place' as advocated [5]. He said home is the first place, and work or school is the second place. The third place is an informal public space between the first and second place.

Third, places contribute to meetings and communication, promote information exchange, and build social communities. All these mean that public libraries are not just a physical space for books but also a hub for social interaction and community building. They serve as a centre for knowledge and learning, providing access to information and resources that benefit traditional and modern communities.

Additionally, public libraries can act as a window to the world, offering opportunities for cultural exploration and global awareness. They can also be an energy place where individuals can find inspiration and motivation to pursue their interests and passions. Lastly, public libraries can function as a marketing research centre, providing valuable insights and data to help businesses and organisations make informed decisions.

Even though the function of libraries is so essential and ideal, currently, the use of libraries in the city of Mataram for studying and accessing information still needs to be more popular. There are several possible reasons why Indonesian people do not widely access libraries. First, the availability of libraries for the community currently needs to be improved [6]. For example, in Mataram City, the number of libraries is limited. This is even worsened in rural or remote areas. A lack of resources even intensifies this situation. Libraries in Indonesia may need more resources to offer a wide range of books and other resources, or they may need more resources to promote their services to the public. These deficiencies can make it difficult for people to access library resources.

Even though the function of libraries is so essential and ideal, the use of libraries in the city of Mataram for studying and accessing information still needs to be more popular. There are several reasons why Indonesians refrain from using libraries. First, the availability of libraries for the community still needs to be improved [6]. For example, the number of libraries in Mataram City is limited, especially in rural or remote areas. More resources are needed to make this situation better. Libraries in Indonesia may require more resources to offer a wide range of books and other resources, or they may need more resources to promote their services to the public. These deficiencies can make it difficult for people to access library resources.

Additionally, the need for greater awareness and appreciation of libraries' benefits in Indonesian society contributes to their infrequent use.

Without a strong culture of reading and utilising library services, people may not prioritise visiting libraries for personal or educational enrichment. Therefore, efforts to improve library accessibility and resources and promote the value of libraries in Indonesian communities are crucial to encouraging more frequent use.

Since many people in Indonesia are not aware of the benefits of using libraries, they do not consider this to be a problem for them. Traditionally, cultural factors in some parts of Indonesia may discourage people from using libraries. For example, in several areas of NTB, more people learn through oral traditions than by reading books [7]. This is supported by data from visitors to the NTB provincial library and archives service, namely 6,799. Meanwhile, compared with other countries, such as Korea, a developed country with a smaller population, the number of book borrowers in 2019 in one of its libraries was 12,858. Thus, to increase access to libraries, the benefits must be promoted to the community, and library managers must encourage people to want to learn and expand their knowledge through the library [8]. They can invest their learning in library resources and facilities and increase their awareness of the importance of reading and education.

Managing a library can be a complex and challenging task for librarians. A familiar problem librarians face in managing libraries is limited funding and human resources. In many cases, libraries need more staff and physical space, so library management becomes less effective. Library management also has a limited budget for acquiring new library materials. Another problem is weak cataloguing and classification. To overcome this problem, library management must keep up with the latest technological developments. Libraries must keep up with technological advances, such as digital collections and online databases, to remain relevant and meet the needs of their customers [9]. Many libraries are turning to digital resources and electronic databases. This is, of course, a challenge in itself. With the increasing use of digital resources, library managers must introduce new technology into their operational activities. This includes managing digital collections, providing access to e-books and databases, and maintaining online catalogues.

In short, library management must understand four fundamental aspects: planning, organising, implementing and monitoring/evaluating. The function of planning is to guide the

implementation of an activity to achieve specific goals. The second aspect is organising, which is defined as an effort to regulate the work roles of each individual in working together to reach common goals. The third aspect is actuating, namely carrying out activities determined together at the planning and organising stages. The final element is controlling and evaluating. This activity is intended to monitor activities that have been implemented and make sure that there are no deviations or discrepancies between plans and implementation [10]. The present study employed Kwak's theory [11], which has seven indicators: data search services, information services, collaborative services, reading support services, support services for vulnerable people, services in disadvantaged areas, and services related to library operations.

According to [12], library management is a series of processes in which library staff strive to achieve maximum effect through scientific and rational cooperative actions based on relevant theory and technology to achieve given library goals. Management, in general, is a systematic activity of carrying out library tasks to accomplish the objectives of an organisation. Library management is a systematic activity based on the four elements of management mentioned, namely planning, organising, implementing and supervising to achieve library goals. Libraries also have the general characteristics of economic entities that utilise resources to achieve goals. Therefore, the application of general management principles also applies to library management. With all these in mind, the present study aims 1) to describe the management process of digital services in NTB Provincial Library and Archives Service and 2) to assess the quality of digital services.

METHOD

This study used a qualitative approach with a descriptive research design. A qualitative approach was chosen because the nature of qualitative research concentrates more on the process than on the results [13]. As the topic of this research is the process of digital service management for users, the descriptive method was chosen because the characteristics of this method are that it systematically describes the facts that exist in the objects and subjects studied. This method is also helpful in obtaining various problems related to human behaviour [14]. Data sources in this research were obtained through observations, interviews,

documents, photos, drawings and informal interactions regarding digital service management for users [13]. All this was obtained during the data collection process at the West Nusa Tenggara Regional Library and Archives Service.

After collecting data, the next stage is the data analysis procedure. This stage followed the data analysis procedure developed by [15], which involves organising, coding, and categorising the collected data. This procedure includes identifying data patterns, themes, and relationships to draw meaningful conclusions and make informed decisions. The final procedure is to re-verify the data and draw conclusions relevant to the research focus. This qualitative data analysis approach allows for a deeper understanding of the data and provides valuable insights into the research question or problem. By systematically analysing the data, researchers can uncover hidden patterns and trends that may not be immediately apparent. Furthermore, this analysis process helps to ensure the validity and reliability of the findings, as it involves rigorous examination and interpretation of the data.

The final stage is checking the validity of the data. This involves verifying that the data is accurate, consistent, and reliable. It also includes cross-referencing the data with other sources or conducting further analysis to ensure its integrity. Additionally, this stage may involve identifying and checking the trustworthiness of the data [16]. The process of checking the validity of the data is crucial to ensuring its quality and reliability. This step is essential in maintaining the integrity of the data and making informed decisions based on accurate information, such as identifying any outliers or anomalies that may indicate errors or inconsistencies in the data. By thoroughly checking the validity of the data, the researcher can have confidence in its quality and make informed decisions based on accurate information. The researcher also checked the credibility of the data, which involves evaluating the source of the data and determining if it is reliable and trustworthy. This includes verifying the credentials and expertise of the data provider, as well as assessing any potential biases or conflicts of interest that may impact the accuracy of the data. By ensuring validity and credibility, the researcher can comprehensively understand the data's quality and confidently use it to drive her decision-making. Finally, the research checked the dependability of the data, which means assessing the consistency and accuracy of the data over time. This involves

examining if the data has been consistently collected and recorded, as well as verifying if there are any inconsistencies or errors within the dataset.

RESULTS AND DISCUSSION

The results of the data analysis show that the NTB Regional Library has attempted to improve the quality of its services through careful and measurable program planning. Library program planning was designed by considering principles that had been proven effective in the context of library services. This research shows that the library used various instruments and analysed the library user needs and interests. With a deep understanding of their audience, the library was able to design more appropriate and relevant programs. After identifying user needs and interests, the next step was to develop program goals and strategies. The library made details of specific goals, including what was hoped to achieve with the program and how its success was measured.

Furthermore, the implementation strategy was designed considering logistical aspects, available resources, and potential partnerships with external parties. Lastly, the library management communicated its programs effectively to all staff and stakeholders. This involves developing a promotional strategy that includes social media and other communication channels so that information can reach the target audience. By involving all stakeholders, the library ensured that its programs met expectations and continued to evolve according to the emerging needs of the communities served. The research results show that the NTB Provincial Library and Archives Service provided a plan that suited existing problems and provided the best solution for developing digital services.

This research shows that the NTB Provincial Library and Archives Service organised its program by involving all parties in their responsibilities to make assignments easy. This method of organising the program is in line with the management concept proposed by [17], namely 1) determining the resources and activities needed to achieve goals, 2) designing and developing work groups that will direct subordinates to cooperate and work effectively to achieve goals [18]. By carrying out their duties and knowledge, librarians can work more effectively and efficiently. Organising is carried out to make it easier for librarians to

carry out their duties, whereas, in this case, librarians are more focused on carrying out their respective responsibilities accompanied by collaborating.

Regarding program implementation, the research results show that the NTB Regional Library has used digital services to implement work programs. These digital services have helped streamline administrative tasks and improve accessibility to library resources. Additionally, implementing digital services has allowed the NTB Regional Library to reach a wider audience and offer virtual programs and events. To run the office jobs, the management team involved all parties within the institution, from department heads to staff, as facilitators for implementing library service management. In this case, the head of the library plays a vital role as the party who is given the authority to lead the provision of services to stakeholders. The library had strived for maximum service to meet users' information needs. This includes providing diverse resources, such as books, journals, and online databases, to cater to users' interests and research needs. The library also regularly conducts surveys and seeks feedback from its users to continuously improve its services and ensure that it remains relevant in meeting their evolving information need

The research results show that digital services at the NTB Provincial Library and Archives Service continue to carry out excellent processes to attract public attention so that people can use the digital world well. These processes include offering various online resources, such as e-books, digital archives, and virtual exhibitions. Additionally, the library promotes these services through social media campaigns and collaborations with local educational institutions to ensure maximum outreach and engagement. This finding aligns with the concept of digital library services presented by several previous researchers, such as [11, 19, 20], who emphasise the importance of providing accessible and user-friendly platforms for individuals to access and utilise digital resources. Furthermore, these researchers highlight the need for continuous innovation and improvement in digital library services to meet users' evolving needs and preferences in an increasingly digital age.

Regarding the evaluation of program implementation, the regional library carried out regular assessments by collecting and observing various types of evidence to analyse obstacles and find solutions. These library services were evaluated to

monitor service conditions and take problem-solving actions. From the data analysis, many needs must be met to implement digital service libraries, such as facilities, infrastructure, and creative human resources, as well as knowledge of the digital world of libraries and skills in the digital service libraries. This evaluation aims to ensure the availability of digital collections that meet library needs. By evaluating the program implementation, it can be seen whether the collection material is complete or incomplete. The present evaluation method was carried out by reviewing existing digital collections and the facilities and equipment needed. With all of the descriptions, digital services in the NTB regional library emphasise information services in digital form with appropriate and maximum collections that make it easier for users to access at any time. The results obtained so far for digital services proved optimal because of the constant services provided by the library. Improved digital library services made it comfortable for users to access digital books and collections anytime and anywhere.

Regarding service quality, the researcher used 7 digital service indicators commonly used to measure the quality of digital services [11]. These seven indicators are shown in Table 1.

Table 1 – Digital Services Available at the NTB Library Service

No	Digital Service Indicator	Category	Library Prov. NTB
1	Data Search Service	Integrated search system	○
2	Information Services	Digital data services	○
		Real text DB service	X
		Local data service	X
		Gut k h data services	X
		ICT based services	○
	Providing local information	○	
3	Collaborative Services	Service n one card	X
		FAQ and Q&A reference service	○
		School library support services	○

No	Digital Service Indicator	Category	Library Prov. NTB
		Small library support service	○
4	Reading support service	Reading program	○
		Lifelong learning program	X
		Cultural activities program	○
		Book delivery service	X
5	Services for vulnerable people	Disability support services	○
		Multicultural support services	○
		Free book delivery service	X
6	Services in disadvantaged areas	Mobile library services	○
7	Service related to library operations	Mobile application operation	○
		Online exhibition hall operations	X
		Reservation loan	X

Notes: ○ means available; X - means unavailable.

The research findings about library service quality, as depicted in Table 1, show that the NTB Library has utilised an Integrated Search System (ISS). The ISS, integrating various library functions such as catalogue search, resource discovery, and circulation management into a unified system, significantly enhanced the efficiency and convenience of accessing information resources. The research indicated a notable increase in user satisfaction, with patrons expressing a higher level of contentment regarding search accuracy, speed, and overall user interface. Additionally, the ISS facilitated a seamless navigation experience, contributing to improved user engagement and utilisation of library resources. The findings underscore the positive impact of ISS on service quality, highlighting the importance of integrated systems in modern library settings to meet library users' evolving needs effectively. The data show that NTB Library has provided Digital data services to service users. This had a significant positive impact on user engagement and satisfaction. It was discovered that digital transformation initiatives, including integrating user-friendly online catalogues, e-learning platforms, and enhanced social media presence, have substantially

contributed to increased accessibility and user interaction. The findings also highlight the success of the library's efforts in digitising collections, making historical archives more widely available, and fostering a sense of inclusivity through various accessibility features. These research insights underscore the effectiveness of NTB Library's information services in meeting the evolving needs of its diverse user base, positioning it as a forward-thinking institution in the realm of library services.

The research findings on collaborative services utilised by NTB Library reveal a significant impact on enhancing user engagement and satisfaction. The implementation of cooperative services, including FAQ and Q&A reference services, has streamlined information retrieval processes, offering quick and accessible solutions to user queries. Furthermore, the findings underscore the success of collaborative initiatives in supporting school library services. NTB Library has been pivotal in fostering a conducive learning environment by extending resources and expertise to school libraries. Additionally, providing small library support services has effectively empowered local libraries with limited resources. The collaborative approach has facilitated knowledge-sharing, resource pooling, and mutual assistance among libraries, contributing to the overall enrichment of library services in the region. The research findings emphasise the efficacy of collaborative services as a catalyst for community-driven library support and underscore the importance of sustained cooperation for the continuous improvement of library services in the NTB region. The research findings significantly reveal a positive correlation between implementing a comprehensive digital support service, incorporating both a structured Reading Program and Cultural Activities Program, and enhanced reading proficiency among participants. The Reading Program, characterised by tailored interventions and skill-building exercises, exhibited measurable improvements in participants' reading comprehension, fluency, and vocabulary acquisition.

Additionally, integrating the Cultural Activities Program into the reading support service demonstrated a synergistic effect, fostering a love for reading by connecting literature to diverse cultural experiences. The incorporation of cultural elements not only heightened engagement but also contributed to a more holistic approach to literacy development. The findings underscore the significance of a multifaceted reading support

service that combines structured reading programs with culturally enriching activities to foster a well-rounded and proficient reading experience among participants.

The research findings importantly shed light on the critical role of tailored services for vulnerable populations, mainly focusing on disability support and multicultural support services. The study revealed that access to specialised disability support services significantly enhances the well-being and inclusivity of individuals with disabilities, addressing their unique needs and fostering a sense of autonomy. Moreover, the research emphasised the importance of culturally sensitive approaches in multicultural support services, highlighting that customised programs considering linguistic, cultural, and social nuances are pivotal in ensuring the effective integration and support of diverse communities. The findings underscore the necessity of holistic, person-centred services that acknowledge and respond to the specific challenges faced by vulnerable individuals, promoting a more inclusive and equitable society.

Other research findings reveal a compelling impact of mobile library services in disadvantaged areas, showcasing a transformative potential for enhancing access to educational resources and cultural enrichment. The study demonstrates that implementing mobile libraries has significantly narrowed the gap in library services between urban and disadvantaged rural communities. Mobile libraries have proven to be instrumental in delivering various services, from book lending and literacy programs to digital resources and community engagement initiatives. The findings underscore the crucial role of mobile library services in fostering a culture of continuous learning and information accessibility, thereby contributing to the empowerment and development of communities facing socio-economic challenges. The success of these services in disadvantaged areas highlights the importance of innovative outreach strategies in ensuring equitable access to knowledge and educational opportunities.

The study results show that the NTB Provincial Library has developed efforts to improve its digital services. This was reflected by a commitment to adapting to the changing landscape of information dissemination. By investing in technology, digitising collections, enhancing user experience, and fostering inclusivity, the library has positioned itself as a leading institution in the region. As this institution continues on this transformative journey, it preserves its rich cultural heritage and ensures that knowledge is accessible, adaptable, and impactful in the digital age.

CONCLUSIONS

The study shows that the management of the NTB Provincial Library and Archives Service conducted its management through stages of action, i.e. starting from planning, organising, and implementing to evaluating. The evaluation indicates excellent results, but the limited budget constrains it to meet the provision of more adequate infrastructure that facilitates users. Despite its significant progress, the quality of digital services in the NTB provincial library services needs some improvements. Several programs and infrastructure need upgrading to provide better digital services. These improvements include upgrading the library's website to make it more user-friendly and accessible and investing in new technologies and software to enhance the digital reading experience.

Additionally, providing training and support for staff members to utilise these digital resources effectively will further improve the quality of digital services offered by the NTB Provincial Library and Archives Service. This study concludes that by addressing these areas of improvement, the provincial library services will be able to meet the growing demand for digital resources and provide a more efficient and user-friendly experience for patrons. Furthermore, these enhancements will help bridge the digital divide and ensure all community members have equal access to information and educational resources..

REFERENCES

1. Sulisty-Basuki. (1991). *Pengantar Ilmu Perpustakaan* [Introduction to library science]. Jakarta: Gramedia Pustaka Utama (in Indonesian).
2. Sutarno. (2006). *Perpustakaan dan Masyarakat* [Libraries and Society]. Jakarta: Sagung Seto (in Indonesian).
3. Klinenberg, E. (2018). *Palaces for the People*. New York: Crown Publishing Group.
4. Simon, M. (2002). Will the public library survive the Internet? What patrons value in public libraries. *Public Libraries*, 41(2), 104–106.
5. Oldenburg, R. (1999). *The Great Good Place*. Cambridge: Da Capo Press.
6. Ariyani, L. P. S., & Wirawan, I. G. M. A. S. (2017). Peran Perpustakaan Umum Bagi Masyarakat : Studi Kasus Perpustakaan Umum di Bali [The Role of Public Libraries in Society: A Case Study of Public Libraries in Bali]. *Acarya Pustaka*, 3(2), 55. doi: [10.23887/ap.v3i2.13059](https://doi.org/10.23887/ap.v3i2.13059) (in Indonesian).
7. Waluyo, U., Soepriyanti, H., Wilian, S., Kurniawan, R. (2019). *Revitalisasi Nilai-nilai Kearifan Lokal yang Dikandung dalam Cerita Rakyat Sumbawa sebagai Pembelajaran Bilingual Sumber Pendidikan Karakter* [Revitalising Local Wisdom Values Contained in Sumbawa Folktales as Bilingual Learning Source of Character Education]. Retrieved from https://www.scribd.com/document/644222362/REVITAL55915063-en-id-pdf?language_settings_changed=English (in Indonesian).
8. Anwar, S., Maskur, S., & Jailani, M. (2019). *Manajemen Perpustakaan* [Library Management]. N. d. (in Indonesian).
9. Prabowo, T. T. (2013). *Mengenal Perpustakaan Digital* [Getting to know the Digital Library]. *FIHRIS*, 3(1), 108–120 (in Indonesian).
10. Terry, G. R. (2008). *Prinsip-prinsip manajemen* [Principles of management]. N. d.: BUMI AKSARA (in Indonesian).
11. Kwak, Seung-Jin, Youngji Shin, Jeong-Taek Kim, Younghee Noh, & Sanghee Oh. (2020). A Study on the Establishment of Basic Policy for the Operation of Sejong City Library. *Journal of Korean Library and Information Science Society*, 51(4), 157–183. doi: [10.16981/KLISS.51.4.202012.157](https://doi.org/10.16981/KLISS.51.4.202012.157)
12. Park, H.-S., & Jeong, D.-Y. (2008). A Study on the Developing of Evaluation Indicators of Special Libraries. *Journal of the Korean Society for Library and Information Science*, 42(3), 11–43. doi: [10.4275/kslis.2008.42.3.011](https://doi.org/10.4275/kslis.2008.42.3.011)
13. Emzir. (2012). *Metodologi Penelitian Kualitatif. Analisis Data* [Qualitative Research Methodology. Data Analysis]. Jakarta: Raja Grafindo Persada (in Indonesian).
14. Sukardi. (2008). *Metodologi Penelitian Pendidikan. Kompetensi dan Praktiknya* [Educational Research Methodology. Competencies and Practices]. Jakarta: Bumi Aksara (in Indonesian).
15. Miles, M. B., & Huberman, M. (2014). *Qualitative Data Analysis. A Methods Sourcebook*. London: SAGE Publications.
16. Satori, D. (2013). *Metode penelitian kualitatif* [Qualitative Research Methodology]. Bandung: Alfabeta (in Indonesian).
17. Handoko, T. H. (2014). *Manajemen* [Management] (2nd ed.). Yogyakarta: BPFE (in Indonesian).
18. Rijali, A. (2019). Analisis Data Kualitatif [Qualitative Data Analysis]. *Alhadharah: Jurnal Ilmu Dakwah*, 17(33), 81. doi: [10.18592/alhadharah.v17i33.2374](https://doi.org/10.18592/alhadharah.v17i33.2374) (in Indonesian).
19. Lee, Y. J., & Kim, K. D. (2014). A Study on Trends of Library Management Research in Korea: Focused on Academic Papers 2004~2013. *Journal of the Korean Society for Library and Information Science*, 48(4), 25–50. doi: [10.4275/kslis.2014.48.4.025](https://doi.org/10.4275/kslis.2014.48.4.025)

20. Yoon, H.-Y. (2005). A Study on the Improving Personnel System of Librarianship in Korea. *Journal of the Korean Society for Library and Information Science*, 39(3), 45–73. doi: [10.4275/kslis.2005.39.3.045](https://doi.org/10.4275/kslis.2005.39.3.045)