Implementation of Library Transformation Policy Based on Social Inclusion of the Central Sulawesi Provincial Library and Archives Office

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Abstract

The This study examines the implementation of social inclusion-based library transformation policy in the Library and Archives Service of Central Sulawesi Province. Using a qualitative descriptive approach, this research analyzes the planning, implementation, monitoring, and evaluation processes of the policy. Factors influencing policy implementation are identified, including leadership commitment, budget support, and challenges related to human resources and infrastructure. The findings indicate that despite facing several obstacles, this policy has positively impacted increasing public access and participation in library activities. Recommendations include enhancing human resource capacity, strengthening stakeholder collaboration, and conducting regular evaluations to ensure policy effectiveness in realizing inclusive libraries in Central Sulawesi.

I. Introduction

The improvement of information and communication technology has had a significant impact on various sectors, including libraries. (Chrisna Adhi Pranoto et al (2024), t.t.). Libraries are important institutions in education, research, and the provision of information for the community. However, in the ever-evolving digital era, libraries need to undergo transformation to remain relevant and effective in meeting the needs of their users. Information technology can be in the form of ape devices and software to carry out one or a number of data processing tasks such as capturing, transmitting, storing, retrieving, manipulating or displaying data, any type of technology capable of detecting or transmitting information in electronic form, a set of tools to facilitate the arrangement of tasks related to data processing, information and communication, and solving problems, unlocking creativity, increasing effectiveness and efficiency in doing work (Makmur, 2019).

The implementation of public information disclosure is a form of democratic, transparent, and responsible state administration that prioritizes people's sovereignty. Moreover, the right to obtain information is the right of every individual that must be respected for all government administrators as a means of optimizing public participation in public supervision.

The birth of the Public Information Disclosure Law responds to the public's insistence on information disclosure as a new step in building *good governance*, as well as recording history placing Indonesia in the 76th position in the world and 5th in Asia, a country that applied the principle of information disclosure legally in 2008.(Pambayun, 2017).

Perkembangan dunia perpustakaan semakin pesat seiring berjalannya waktu, dengan dorongan utama datang dari kemajuan teknologi informasi dan penggunaannya yang telah merambah berbagai sektor. (Chrisna Adhi Pranoto dkk (20*24)*, t.t.). Mulai dari cara data dan dokumen disimpan di perpustakaan, awalnya dari perpustakaan tradisional yang hanya menumpuk buku tanpa katalog, kemudian berkembang menjadi perpustakaan semi modern yang menggunakan katalog (indeks). Katalog tersebut kemudian mengalami transformasi menjadi katalog elektronik yang mempermudah dan mempercepat proses pencarian koleksi yang tersimpan di perpustakaan (Malaji, 2022). Sementara layanan itu, transformasi layanan perpustakaan di era digital dapat dilakukan demngan melakukan transaksi yang menggunakan internet yang saat ini sudah menjadi kebutuhan pada masyarakat. Dalam dunia bisnis e-commerce merupakan sebuah kebutuhan bisnis yang pesat saat ini dalam meningkatkan usaha karena banyak manfaat yang diperoleh dengan e- commerce yang dapat diterapkan ppada layanan prpustakaan (Wulansari et al., 2021).

The development of the library world is getting faster as time goes by, with the main impetus coming from the advancement of information technology and its use which has penetrated various sectors. (Chrisna Adhi Pranoto et al (2024), t.t.). Starting

from the way data and documents are stored in libraries, initially from traditional libraries that only stack books without catalogs, then developed into semi-modern libraries that use catalogs (indexes). The catalog then underwent a transformation into an electronic catalog that simplified and accelerated the process of searching for collections stored in the library (Malaji, 2022). Meanwhile, the transformation of library services in the digital era can be carried out by making transactions using the internet, which is currently a need for the community. In the world of business, e- commerce is a rapid business need today in increasing business because of the many benefits obtained with e-commerce that can be applied to literature services (Wulansari et al., 2021).

Currently, it is still hot to say that the issue of libraries based on social inclusion is becoming familiar in the world of libraries. The reason is that this issue is also directly echoed by the National Library of the Republic of Indonesia, where public libraries are encouraged to transform into libraries based on social inclusion as is the case with libraries (Boby-Prabowo et al., 2023).

Libraries have a vital role in the development of society as a center for information, learning, and empowerment. Along with the development of the times and technology, libraries are required to transform to remain relevant and can meet the needs of an increasingly diverse society. One of the concepts that is the focus of library transformation is social inclusion, which aims to ensure that all levels of society have equal access to library resources and services.

The library certainly has several services where this service is useful to help users. Services in libraries certainly have their own functions and duties. Each service has a contribution to provide satisfaction to users in the library. If the services provided by the librarian are in accordance with the procedure, then users can feel comfort and satisfaction when visiting the library. According to Lasa (2007) library services are an activity in serving the needs of users, this service consists of (1) circulation services, (2) reference services, (3) reference services, (4) audio-visual services, (5) library-free services, and others. Services at the library can also be done online and offline. Every library has several services that are useful to help users find what they need.(Nadia, 2024).

Then regarding the definition of a library based on social inclusion, Labibah Zain (2019) interprets it as a library service that encourages the community to be independent, improve the quality of life and contribute through development. In this regard, Mallawa (Mallawa, 2019) stated that in the document there are 7 (seven) keys in the development of Social Inclusion in the Library, including; (1) the need for social inclusion in public libraries, (2) the context of social inclusion, (3) the identification and barriers to community involvement, (4) social inclusion policies, (5) the means to achieve goals, (6) the challenges faced by libraries, (7) the consultation process.(Widyawati & Winoto, t.t.).

Social exclusion is related to the low or absence of access to society or a group of people or individuals in various activities in society, both in the fields of politics,

economy, socio-culture, education, health, and others (Ruman, 2014). And Social Inclusion is the opposite of Social Exclusion, that is, everyone has access and has the opportunity to participate in various activities in society (Ruman, 2014). So, Social Inclusion is aimed at the welfare of the community. Social Inclusion is actually not new, according to Mallawa Social Inclusion-Based Library Transformation mentions that this concept has existed since the 1970s in France as a response to the welfare crisis in European countries, which has had an increasing impact on losses in Europe. This concept eventually spread to the British territory in the 1980s and 1990s (Mallawa, 2019). (Widyawati & Winoto, t.t.)

Inclusion-based libraries are a change in libraries with the target of strengthening literacy for the community. The transformation of the Social Inclusion-Based Library aims to realize competitive Human Resources and appropriate technology and can create welfare for people's lives in the current digital technology era (Diana, 2022).

Libraries have an important role in the dissemination of information. The establishment of public libraries in every region such as provincial libraries, district/city libraries, and even village/sub-district libraries has made libraries an access to information dissemination. However, it is not enough, libraries must always be up to date in providing information, continue to follow the development of information technology, and the most important thing is that the public must be familiar with libraries. Ironically, the public only knows the library as a place to borrow books again, with passive services without any progress. This makes the image of the library less manageable. So there needs to be an effort to improve the service so that the public knows that the library is also a place for fun and interesting activities, not just passive to borrow books.(Kurniasih & Saefullah, 2021).

In the implementation of the library transformation policy based on social inclusion, based on the regulations that have been regulated, including:

The Central Sulawesi Provincial Library and Archives Office, as the institution responsible for library development at the provincial level, has initiated a library transformation policy based on social inclusion. This policy is a response to the increasingly complex needs of society and an effort to make libraries an agent of inclusive social change.

How is the implementation of the library transformation policy based on social inclusion in the Central Sulawesi Provincial Library and Archives Office? What are the factors that affect the implementation of the policy? What is the impact of the implementation of this policy on the people of Central Sulawesi?

Literature Review

Policy implementation is a crucial stage in the public policy cycle. According to Van Meter and Van Horn (1975), policy implementation is actions taken by individuals or groups of government or private individuals that are directed to achieve the goals that have been set in previous policy decisions.

Factors that affect policy implementation according to George C. Edwards III (1980) include: 1. Communication. 2. Resources. 3. Disposition. 4. Bureaucratic structure.

Library transformation based on social inclusion is an activity that connects people's aspirations with encouraging welfare. The library was established to facilitate the needs and skills that exist in the community to be able to develop science in world development by carrying out socialization activities, training in weaving products from pandan leaf plants carried out with a group of craftsmen. This activity is the implementation of training in developing a library strategy based on social inclusion (Kurniasih and Saefullah, 2021).

The concept of a library based on social inclusion is a proactive library concept in helping the community to develop skills and confidence so that all facilities available in the library can allow every individual to create, access, use, and share information and knowledge to improve all the potential they have so that they can present sustainable development aimed at improving the quality of life (Woro Titi Haryanti, 2019). The transformation of Social Inclusion-Based Libraries aims to: a) Improve the role and function of libraries in improving community welfare; b) Improving the quality of library services; c) Increase the use of services by the community in accordance with the needs of the community; d) Building stakeholder commitment and support for sustainable Social Inclusion-Based Library Transformation; e) Improving literacy skills. in supporting community empowerment (Regulation of the National Library of the Republic of Indonesia, 2023). In this regard, Mohamad Ramdhan, Head of the Archives and Library Service of Purwakarta Regency stated that Lipperpul aims to improve the ability of the community so that they can change their quality of life for the better. The Purwakarta Regency Regional Library utilizes all the resources it has to make Lipperpul contribute to the community by making the library a vehicle for lifelong learning and community potential development.(Titis Ardia Meva et al., 2024).

Library transformation refers to fundamental changes in the way libraries operate, provide services, and interact with users. According to Lankes (2011), libraries need to transform from custodians of collections to facilitators of learning and knowledge creation.

Aspects of library transformation include:

1. Change of focus from collection to connection
2. Improvement of technology-based services
3. Development of community empowerment programs
4. More flexible and collaborative space design

Social inclusion is the process of improving the ability, opportunity, and dignity of disadvantaged people based on their identity to participate in society (World Bank, 2013). In the context of libraries, social inclusion means ensuring that all members of society, regardless of background, have equal access to library resources and services.

A social inclusion-based library is a concept that integrates the principles of social inclusion into library operations and services. According to IFLA (*International Federation of Library Associations and Institutions*), libraries based on social inclusion should:

1. Provide equal access for all
2. Develop a diverse and representative collection
3. Designing programs that meet the needs of various community groups

4. Facilitate the active participation of the community in the development of libraries

Social inclusion has been growing since the 19th century and has gained special attention after the World Summit for Social Development in 1995. The concept of social inclusion seeks to embrace all stigmas and marginalizations resulting from various differences including differences in religion, ethnicity, physical conditions, economic conditions, education, sexual orientation choices, and so on that are accepted by society to be able to act inclusively in daily life. The researchers identified that social inclusion is not only a solution to social exclusion, but also a solution for human development that is proactive towards social welfare and recognizes differences and diversity in society (Saloojee & Saloojee, 2011). Saloojee (2011) emphasized that social inclusion includes valued recognition, valued participation, and valued citizenship.(Titis Ardia Meva et al., 2024).

Social inclusion has three stratified schemes regarding the degree of social inclusion including neoliberal access, participation in social justice, and empowerment of human potential (Gidley, J. M., Hampson, G. P., Wheeler, L, Bereded-Samuel, 2010). The broadest interpretation related to social inclusion is seen from the perspective of empowering human potential. Based on this perspective, social inclusion is not only about social justice and human rights, but also includes efforts to maximize the potential of each individual.

The approach is also
states that social inclusion as empowerment involves all individuals, whether marginalized or not, by respecting differences, diversity, and valuing collectivism (Gidley, J. M., Hampson, G. P., Wheeler, L, Bereded-Samuel, 2010). (Titis Ardia Meva et al., 2024). The library transformation model based on social inclusion is a library service approach that is committed to improving the quality of life and welfare of library users through library development that prioritizes community empowerment programs, it is hoped that with this program, libraries, especially village libraries, can also play an active role in realizing the success of various sustainable development programs through empowerment community. In the current government era, which focuses on various development programs, both infrastructure and human resource development, community empowerment issues and programs have become a program that is widely carried out, because community empowerment that involves the community directly in
carrying out various activities can improve welfare.(Rachman et al., 2019).

Digital libraries have characteristics including the use of computers in managing various sources of information, using electronic media that connects librarians and users in access to information. In essence, the principle of a digital library is an integrated and digital-based library service system even though it still includes information that is not in digital form (Mulyadi, 2018). Digital libraries are usually a term used to show the use of technology in acquiring, collecting, maintaining, and providing access to information and collections in digital form or printed collections that have undergone digitization. This aims to provide easy access to information for all users quickly, precisely, accurately, and reliably. The collection of digital libraries is not only limited to the collection of electronic documents, but also includes ancient objects and even digital artifacts (Brian Lang in

Widayanti, 2015).(Tyas, 2023).

The digital era like today has caused an increase in the competence of librarians. Mastery of information technology is one of the skills that must be mastered by librarians in managing digital collections in libraries. Expertise in the field of information technology is a demand and must be possessed by librarians, in order to be able to adapt to the advancement of science and technology. Librarians must be able to be determined to always improve their knowledge and skills in utilizing information technology as capital and support that supports the improvement of the quality of library services. Librarians must be able to create an online catalog (OPAC) and how to search through the catalog (Qudussiara, 2016).(Tyas, 2023).

The public's understanding of the largest information and science provider institution is poorly understood by the public, even though in essence the community must be able to get optimal information services, according to Williment (Williment, 2009) information services can be created optimally through a form of inclusiveness, namely the direct participation of the community. One form of information provider institution in the community is a community reading garden. As for the community reading garden or according to Sukaesih, et al. (2021) called the public reading room is a place where reading materials are provided for the community. Then with the availability of community reading gardens, according to Rohanda, et al. (2021) have an important role in improving the knowledge and skills of the community, especially those in rural areas. However, for the implementation of a library institution, according to Winoto (2021), there needs to be cooperation from various parties so that libraries can carry out their role optimally.(Widyawati & Winoto, t.t.).

Facing the shift in role in the digital era caused by the development of information technology, librarians must prepare several competencies that can support in improving digital collections. Competence is the skill or knowledge of a librarian and includes the characteristics of librarians in doing their work, so that the work runs effectively, efficiently, and is able to achieve the goals and vision of the library (Diyah and Permana in Asmad, Rahim, and Jam'an, 2019). Competencies that need to be possessed by librarians include (1) tool literacy, namely the ability to understand and operate information technology tools, both conceptually and practically, skills in operating software and hardware, multimedia, and so on; (2) resource literacy, which is the ability to understand the format, form, location, and way of accessing information; (3) social-structural literacy,
i.e. librarians must also understand the social structure of society both in terms of age, profession, and others, in order to know what information is needed by the community;
(4) research literacy, which is the ability of librarians to use information technology-based tools as research and search tools; (5) publishing literacy, which is the ability of librarians to publish information and various scientific works to the public through the internet and computers; (6) emerging technology literacy, which is the ability to always try to adapt to the continuous development of information technology and together with the community to determine the use of information technology as an interest in the development of knowledge; (7) critical literacy, which is the ability to critically analyze and evaluate the advantages and disadvantages arising from the use of technology (Pendit in Astika and

Sholihah, 2018).(Tyas, 2023).

The development of library services also follows the trend of users served and currently the generation served is the millennial generation who are very spoiled with digital technology. Digital technology offers faster and more interactive library services. (Cahyono, 2017) explains eight characters of digital users, including: 1) wanting freedom, free to choose and free to express; 2) changing the standard to be adjusted to itself or called customize personalize; 3) likes to study things carefully, and does not take things for granted; 4) emphasis on honesty and openness from institutions offering products or jobs;
5) combining the concept of recreation while working or otherwise working while recreation, anywhere and anytime; 6) are accustomed to collaborating, staying in touch, and networking; 7) desire speed; and 8) act as an innovator or introduce the latest ideas, ideas, and methods.(Agung Nugrohoadhi, 2022). Freedom of expression of digital users is realized through the use of smartphones or androids as a means of searching for information. They prefer libraries that understand them better, both in terms of services, facilities, and friendly librarians. Digital users do not just receive various information to meet their information needs.

Diao Ai Lien (2004) stated that in the information era where information and communication technology has an important role in all life, including libraries, the function of libraries undergoes a transformation, namely by adding value to information. Syihabuddin Qalyubi (2007:10) stated that libraries by selecting, collecting, processing, maintaining, and serving information sources to their parent institutions in particular and the academic community in general.(Krisnawati, 2021).

In order to effectively handle the expansion of collections, it is essential to establish a collection development policy. This policy serves as a roadmap for creating a coherent strategy and goals for the development of the collection, which includes the participation of all relevant individuals. The management of collection development often relies on the accumulation of years of experience that has not been documented (Nihayati, 2021). (Romadhon et al., 2023). To develop collections in a planned and directed manner, there are six assessment elements that can be carried out, namely; conducting community needs analysis, making selection policies, making selection, procurement, weeding, and finally evaluating (Evans & Saponaro, 2005).

A library based on social inclusion is a library that facilitates the community in developing its potential by looking at cultural diversity, the willingness to accept change and offering opportunities for people to work. The transformation of services carried out in the library can be carried out by inviting the community to take advantage of every facility in the library, providing space for the community to explore their activities in order to increase knowledge and skills. This means that libraries are places that can facilitate the community in providing training and skills, one of the goals is to empower the community in improving a better quality of life.(Kurniasih & Saefullah, 2021).

The definition of social inclusion developed by the World Bank (Ra'is, 2017) is a process for individuals or groups to participate in society. Social inclusion is intended to empower the poor. A social inclusion approach to encourage all layers of elements to get the same treatment. Meanwhile, according to (Fourie, 2007) social

inclusion refers to all efforts and policies to promote equality of opportunity to people of all circumstances and from all socially excluded categories. If we draw in regional libraries, equality can be seen in how regional libraries provide various service programs that can be used for all levels of society. Social inclusion in public/regional libraries has an important role in helping disadvantaged communities by opening access to facilities owned by libraries. As presented by (Lo, 2019), district libraries can offer free access to computer use, information as well as access to government, health and community resources, for example, updates on job opportunities. In summary, district libraries can help resolve social exclusion and promote social inclusion by offering safe places and comfortable learning environments, as well as providing free information and services. Seeing that social inclusion in libraries as a community system by bringing every service in the library closer to the community, libraries need to make transformations related to their services to support social inclusion (Utami and Prasetyo, 2019) formulate five aspects of changes in library services based on social inclusion, as follows: 1) Libraries must be able to become facilitators of economic growth development through meeting needs relevant information. This means that the collections in the library must be able to become a source of information that suits the needs of the community; 2) Library as a reference vehicle for information for finding solutions to problems. (Kurniasih & Saefullah, 2021).

II. Research Method

This study uses a qualitative approach with a descriptive type of research. was chosen to gain a deep understanding of the implementation of social inclusion-based library transformation policies in the Central Sulawesi Provincial Library and Archives Service.

By using data collection techniques such as: In-depth interviews with officials of the Library and Archives Service, librarians, and users. Participatory observation in libraries that implement policies. Documentation studies on policy documents, program reports, and library statistical data.

With Data analysis using an interactive model of Miles and Huberman (2014), which includes: Data reduction, Data presentation and Drawing conclusions and verification.

III. Results and Discussion

The Central Sulawesi Provincial Library and Archives Service is an institution responsible for the development and management of libraries and archives at the provincial level. The vision of this institution is to make the library an inclusive inform ation and learning center for all Central Sulawesi people.

Implementation of Library Transformation Policy Based on Social Inclusion.



Image: Socialization of Library Transformation Policy Based on Social Inclusion. (source: Central Sulawesi Provincial Library and Archives Office, 2023)

Planning: (1) Preparation of a *road map* for library transformation 2024-2029.(2) Identify underserved community groups. Program planning and budgeting based on social inclusion.

Implementation: (1) Development of diverse and inclusive collections. (2)Implementation of technology to improve accessibility. (3)Implementation of community empowerment programs. (4) Training of library staff on social inclusion.



Image: Implementation/implementation of Social Inclusion-Based Library Transformation Policy. What is more inclusive (source: Central Sulawesi Provincial Library and Archives Office, 2023)

Monitoring and Evaluation: (1) Development of performance indicators based on social inclusion. (2) Implementation of user satisfaction surveys. (3)Periodic evaluation of program achievements.



Image: Monitoring and Evaluation of Library Transformation Policy Based on Social Inclusion. (source: Central Sulawesi Provincial Library and Archives Office, 2023)

Factors Affecting Policy Implementation.

Supporting Factors: (1) Commitment of regional leaders. (2) Adequate budget support. (3) Cooperation with various *stakeholders.*

Inhibiting Factors: (1) Limited human resources who understand the concept of social inclusion. (2) Uneven technological infrastructure. (3) Resistance to change from some staff.

Impact of Policy Implementation on the Community: (1) Increase in the number of library visits. (2) Diversification of users from various backgrounds. (3) Increasing the digital literacy of the community. (4) The formation of a learning community in the library.

The Central Sulawesi Provincial Public Library has been implemented in accordance with the National Library Standards, book recording, classification, and *shelving*. The first activity, recording: all library materials that come in or that have been decided to belong to the library must be recorded in books, master books or directly recorded in *databases* on computers. All information on library materials that must be recorded in the master book or *database* consists of at least the sequence number, date of recording, inventory number, origin of the library material, author, title, and additional information. Second, collection classification: the process of grouping books based on the subject or content of the relevant library material by implementing the DDC classification system.

Each collection of library materials will be given a classification number based on the DDC system, and at the same time the number as a call number for each book. The implementation of the use of labels, the call number is affixed to the back of the book. The third stage, namely *shelving* is the last activity of all the processing processes of library material collections. The process of compiling a collection of library materials on the shelves that have been available. The placement of the collection on the shelf is adjusted to the numbering that has been prepared previously, namely the classification number. Thus, users will know that they are obliged to look for books on the shelf when they have used the number to call the book obtained from the catalog.

IV. Conclusion

The implementation of the library transformation policy based on social inclusion at the Central Sulawesi Provincial Library and Archives Service has gone quite well, although it still faces several challenges. The main supporting factors are leadership commitment and budget support, while inhibiting factors include limited human resources and infrastructure. This policy has had a positive impact on

increasing access and community participation in library activities.

Recommendations

Improving the capacity building program of library human resources in terms of social inclusion. Strengthening cooperation with various parties to overcome infrastructure limitations. Conduct periodic evaluation and adjustment of policies to ensure their relevance and effectiveness.

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