

## Regional library infrastructure management for service improvement in Bangka Belitung Islands Province

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### Abstract

The Archives and Library Service office of Bangka Belitung Islands (Babel) Province has a vital role in increasing literacy and reading interest in the community. Library users can access library services through the provision of infrastructure that suits the needs of library users. Infrastructure management is carried out to enhance services to library users. This study aims to determine the management of regional library infrastructure for service improvement in Babel Province through infrastructure analysis to enhance literacy and interest in reading, budget management, and human resource competency. This research method used was descriptive qualitative. The results indicated that the Archives and Library Service office of Babel Province had inadequate facilities and infrastructure, such as outdated book collections, poorly maintained shelves and reading tables, and less than optimal circulation facilities. The library has not prioritized budget management related to the procurement of facilities and infrastructure, and human resource competencies resources are not optimal in budget planning and management. The library has not conducted a comprehensive user survey, thus hindering the analysis of user needs and providing service facilities that have not met community expectations. The study concludes that infrastructure and budget planning at the Bangka Belitung Provincial Archives and Library Office has not been implemented optimally, thus obstructing the provision of library services and having an impact on low literacy and reading interest among people in the area.

**Keywords:** Management library; Public library; Infrastructure; Visitor engagement; Library services

## *Pengelolaan infrastruktur perpustakaan daerah untuk peningkatan layanan di Provinsi Kepulauan Bangka Belitung*

### Abstrak

Dinas Kearsipan dan Perpustakaan Provinsi Kepulauan Bangka Belitung (Babel) memiliki peran penting dalam peningkatan literasi dan minat baca di masyarakat. Pengguna dapat mengakses layanan perpustakaan melalui penyediaan infrastruktur yang sesuai kebutuhan pengguna perpustakaan. Pengelolaan infrastruktur dilakukan untuk meningkatkan pelayanan kepada pengguna perpustakaan. Penelitian ini bertujuan untuk mengetahui pengelolaan infrastruktur perpustakaan daerah untuk peningkatan layanan di Provinsi Babel melalui analisis infrastruktur dalam peningkatan literasi dan minat baca masyarakat, pengelolaan anggaran, dan kompetensi sumber daya manusia. Metode penelitian ini menggunakan deskriptif kualitatif. Hasil penelitian menunjukkan bahwa Dinas Kearsipan dan Perpustakaan Provinsi Kepulauan Bangka Belitung memiliki kondisi sarana prasarana yang belum memadai, seperti koleksi buku yang sudah ketinggalan zaman, rak dan meja baca yang kurang terawat, serta fasilitas sirkulasi yang belum optimal. Perpustakaan belum memprioritaskan pengelolaan anggaran terkait pengadaan sarana dan prasarana, dan kompetensi sumber daya manusia yang belum optimal dalam perencanaan dan pengelolaan anggaran. Perpustakaan belum melakukan survei pengguna yang komprehensif sehingga menghambat analisis kebutuhan pengguna dan penyediaan fasilitas layanan yang belum sesuai harapan masyarakat. Simpulan penelitian menunjukkan bahwa infrastruktur dan perencanaan anggaran di Dinas Kearsipan dan Perpustakaan Provinsi Kepulauan Bangka Belitung belum optimal dilakukan sehingga menghambat penyelenggaraan layanan perpustakaan dan berdampak pada rendahnya literasi dan minat baca masyarakat di daerah tersebut.

**Kata kunci:** Manajemen perpustakaan; Perpustakaan umum; Infrastruktur; Keterlibatan pengunjung; Layanan perpustakaan

## INTRODUCTION

Research on library infrastructure management is essential, as infrastructure plays a key role in attracting public interest and fostering a literacy culture. Adequate facilities, such as updated book collections, comfortable spaces, and supporting technology, enhance the learning environment and reading interest. The lack of such infrastructure is evident from the low library visitation rates in Bangka Belitung Islands (Babel) Province. The Community Literacy Development Index or *Indeks Pembangunan Literasi Masyarakat (IPLM)* illustrates the quality of literacy. Unfortunately, the Literacy Development Index of Bangka Belitung Islands Province is still below the average National Literacy Development Index. Based on a study by the National Library of the Republic of Indonesia or *Perpustakaan Nasional Republik Indonesia (Perpusnas)* in 2023, the Bangka Belitung Province obtained a Literacy Development Index score of 77.5 and a library visit rate of 0.0991 (Perpustakaan Nasional Republik Indonesia, 2023). One of the theories that supports this statement is Bussell's (2021) theory on library facilities and infrastructure management, which emphasizes the importance of managing physical facilities such as relevant book collections, comfortable spaces, and information technology.

Adequate infrastructure not only attracts visitors but also creates a conducive environment for learning and literacy. This theory also highlights the need for careful planning in the procurement and maintenance of facilities so that libraries can meet the growing needs of the community. Additionally, reading interest is reflected in the Reading Interest Level. In the Babel Province, this index scored below the average of 66.17. Regional public libraries are under the control of the Archives and Library Service. One of the Archives and

Library Service tasks is to increase interest in reading, which, in the long term, is expected to encourage and accelerate the growth of reading culture in society. Interest in reading refers to the attention or desire (tendency) to read. It is the foundation for the growth of reading interest. However, without reading facilities and infrastructure, interest in reading cannot foster a reading culture (Maulida, 2015). This discrepancy is evident in the current state of affairs, as the collections available in the Archives and Library Service primarily consist of old books. This deficiency is reflected in the sub-indicator of the collection adequacy ratio, as per the IFLA/UNESCO standard, which is only 0.5657 in 2023, far below the established benchmarks (Perpustakaan Nasional Republik Indonesia, 2023). This study investigated the library facilities and infrastructure management in the Archives and Library Service of the Babel Province, along with the factors contributing to the inadequate management of library facilities and infrastructure. Although the Babel Provincial Library Service Building has been built, the availability of facilities and infrastructure at the Provincial Archives and Library Service is still inadequate. Bussell (2021) underlines the importance of adequate physical amenities in libraries. They argue that the completeness of facilities and infrastructure affects public interest in visiting, as a comfortable atmosphere promotes a conducive learning environment. The optimal library operations depend on public interest in visiting. Therefore, investigating and comprehending how the advancement of library facilities and infrastructure affects library visitation rates becomes imperative for enhancing this interest.

The 2022 National Library Study shows that the Babel Provincial Library and Archives Office has a low daily public visit ratio of 0.3613, lower than the national

average of 0.4144. This visit ratio represents the number of visits to the library per day, both onsite and online, compared to the total population of the province (Perpustakaan Nasional Republik Indonesia, 2023). The number of library visitors at the Babel Provincial Archives and Library Office throughout 2023 was only 3,404. This figure is relatively low when compared to the province's total population of 1.49 million people. The same data indicates that the library utilization rate in the province is just 0.0991, which falls below the national standard and is directly linked to the low number of library visits (Perpustakaan Nasional Republik Indonesia, 2023). As stated in Article 38 of Law Number 43 of 2007 concerning Libraries, library infrastructure provision must comply with national library standards, and its development should align with advancements in information and communication technology (Presiden Republik Indonesia, 2007).

It should be noted that the Babel Provincial Archives and Library Office is not yet equipped with adequate facilities and infrastructure. This is because the minimalist and modern architectural design of the library is not yet supported by infrastructure and furniture that meets library standards. Further analysis found that some of these problems also stem from the lack of planning for infrastructure procurement. Overall, the management of the Archives and Library Services infrastructure is inadequate. Infrastructure management is essential to support the effectiveness of learning activities and information retrieval (Sinta, 2019). Hence, the available facilities and infrastructure must be utilized and managed properly. This study refers to several previous studies. For example, Brown et al. (2018) highlighted the evolution of research support services at the University of Queensland Library. This

study emphasized the importance of institutional repositories as core infrastructure supporting various aspects of the research cycle, such as data management and publication access, through collaboration between traditional librarians and functional teams. Schloffel-Armstrong (2024) discusses the role of public libraries as part of the social infrastructure of the city. This study discusses not only the sustainability of the physical space of the library but also the importance of reflecting on the concept of social infrastructure related to radical temporality and urban futures. Further, Singh and Shrivastava (2020) highlighted the challenges faced by public libraries in the Rajasthan region, such as understaffing, inadequate budgets, and weak collection management, despite the Library Act being enacted in 2006. At the local level, Syafar et al. (2023) studied smart cities in the new library infrastructure in the Gowa Regency, Indonesia. Through digital library services, this effort develops educational materials, promotes inclusive design for community engagement, and improves access to knowledge and digital literacy. All things considered, building library infrastructure is essential to foster intellectual development and digital literacy in the area. The similarity of this study with previous studies lies in its focus on the role of infrastructure in improving library services. Brown et al. (2018) highlighted institutional repositories, Schloffel-Armstrong (2024) discussed the social infrastructure of public libraries, Singh and Shrivastava (2020) highlighted the challenges of library management in Rajasthan. However, these studies differ in their context, namely highlighting the condition of library infrastructure in Babel Province, which has not met national standards, as well as the low level of visits and reading interest of the community. Other differences also lie in the subjects,

objects, methods, objectives, and research results that are more specific to the Bangka Belitung regional library.

The novelty of this study lies in the in-depth analysis of regional library infrastructure management in Babel Province, including its causes and impacts on service quality and literacy culture, which have not been widely discussed in the context of regional libraries in Indonesia. Therefore, the purpose of this study is to determine the Management of Regional Library Infrastructure to Improve Services at the Archives and Library Office of the Babel Province through an analysis of the limitations of library infrastructure and facilities affecting the level of literacy and reading interest of the community in the Babel Province, and budget management and human resource competence affecting the effectiveness of library services in the Bangka Belitung Islands Province.

## RESEARCH METHODS

This study used a qualitative approach with a descriptive method to present factual information regarding the management of the Archives and Library Service infrastructure in Babel Province. This approach was chosen because it aimed to provide a clear and systematic picture of the existing infrastructure management conditions and their impact on literacy levels. According to Sugiyono (2016), the descriptive method is suitable for describing phenomena based on existing data. The subject of this study is Archives and Library Service infrastructure management, while the object is the literacy level in Bangka Belitung Islands Province, especially related to the reading interest level and literacy development index indices. Data collection techniques in this study included observation, interviews, document studies, and literature reviews. Observations were conducted to understand the Archives and

Library Service infrastructure management, while in-depth interviews were carried out with stakeholders involved in management, such as the Head of Service, Secretary of Service, Head of Division, Head of Sub-Division, and functional librarians. Document studies include reviewing relevant policies, Archives and Library Service documents, and other public materials. The literature review method was used to collect information from books, scientific journals, theses, dissertations, and online sources, as explained by Sari et al. (2020), in order to gain a comprehensive understanding of literacy in the Babel Province. The sampling technique used in this study was purposive sampling, where participants were selected based on their relevance to the research topic. Data analysis was carried out using the approach proposed by Miles et al. (2018), which includes three stages, namely data reduction, data presentation, and conclusion/verification. In the first stage, the data was organized and simplified, then continued with the data presentation stage to identify patterns and themes. Finally, conclusions were drawn based on the data analysis. This qualitative approach allows researchers to explore and understand the dynamics that exist in library infrastructure management and its impact on community literacy levels.

## RESULTS AND DISCUSSION

The activities and functions of the Archives and Library Service Office of the Babel Province are carried out in two buildings, namely the Library Services Building and the Administration Office. The Administration Office, the Archives and Library Office of Bangka Belitung Province Service are located at Jalan Jenderal Sudirman No. 3, while the Library Services Building location is at the Integrated Office

Complex of Babel Provincial Government, Pangkalanbaru.

The Library Services Building was built as part of the 2022 Work Plan when the Archives and Library Service was facing financial constraints in building the library service and archive depot. The Special Allocation Fund of the National Library of the Republic of Indonesia funded the Rp 15 billion building, which was inaugurated officially on March 15, 2022. Based on the 2023 Performance Report, in addition to the Library Service Building, the Archives and Library Service owned eight operational vehicles. These included one official vehicle for the Head of Service, five operational vehicles, and two two-wheeled vehicles. The facilities and infrastructure provided by the Archives and Library Service for its employees are relatively adequate. These facilities include meeting rooms, financial management rooms, archive rooms, prayer rooms, reading rooms, warehouse rooms, waiting rooms, lactation rooms, and toilets.

Following the performance cascade, the Archives and Library Service is also committed to supporting the achievement of regional government targets. Specifically, this includes improving governance. The work agreement is primarily aimed at improving library services as outlined in the goals of the Babel Province Medium-Term Development Plan, which is the medium-term target of the Archives and Library Service.

According to informants, after the inauguration of the new building, the Library Service of the Archives and Library Office of Babel Province officially moved to the new building; however, there has been no significant increase in literacy rates. The library service building has not been optimally utilized, and the number of visits to the building is still low; for example, in January 2023, the number of visitors only

peaked at 1,253 people, consisting of 606 members and 647 non-members.

The Archives and Library Service deployed a range of services, including specially designed rooms for children and the elderly, as well as book collection rooms, archives, and special collections for ancient manuscripts.

According to informants, the library book collection at the Babel Provincial Archives and Library Office has not been updated, and of the total 26,275 books, most of them are old books. Outdated facilities and infrastructure continue to be a challenge for its services; for example, the need to procure infrastructure and equipment to convert library collections to digital format was included in the 2022 procurement plan.

Murliasari (2022) highlights that if facilities refer to the equipment needed for daily operations, library infrastructure is actually the main supporting facility for library service activities. It emphasizes the necessity of enhancing the physical and digital library infrastructure throughout the epidemic, prioritizing digital library systems, database storage servers, and electronic collections. Libraries can serve the public efficiently while complying with health regulations and adapting to contemporary needs, thanks to this dual focus. The function of library facilities and infrastructure is to support the services provided by the library (Maslova et al., 2023). Unfortunately, the facilities and infrastructure owned by the Archives and Library Service of Bangka Belitung Province did not meet the required standards, so the number of visits to the library remained low. In February, April, and August of 2023, the Library had no visitors because it was not able to provide adequate comfort for visitors. This could be due to various factors, such as inadequate facilities, an unattractive atmosphere, or suboptimal services, especially the provision of physical

infrastructure, such as old and dusty book collections, shelves, reading tables, and circulation desks, which might result in a low number of visits. Besides, the new building's modern architectural design was not equipped with adequate infrastructure and sufficient book collections.

Reading interest and literacy rates in the Babel Province remain below the national average (Perpustakaan Nasional Republik Indonesia, 2024). Although there has been an increase in reading interest after 2020, this does not reflect the level of service provided by the Babel Provincial Library. Several problems affecting the slow increase in literacy rate in the Babel Province were the minimal management of library facilities and infrastructure, in addition to the low interest of the community to visit and read.

According to IFLA (International Federation of Library Associations)/UNESCO (United Nations Educational, Scientific and Cultural Organization), the reading standard per person is three books per year (Nurhasnah et al., 2022). Unfortunately, with a ratio of 0.0495, public library collections in Indonesia fell short. The Bangka Belitung Provincial Library, although included in the top five provinces, has a book collection adequacy ratio of 0.327, which is below the national average.

Based on the 2023 Archives and Library Service Performance Report, the Archives and Library Service has well-maintained tables, chairs, cupboards, filing cabinets, air conditioners, and fire extinguishers that are well maintained. However, the ratio of personal computers/laptops to employees is approximately 114:97, indicating inadequacy (Dinas Kearsipan dan Perpustakaan Provinsi Bangka Belitung, 2023) and in addition to the limited number, the computers/laptops date back to early 2008, rendering their specifications inadequate for current tasks

related to library services. This shortfall can impede librarians and staff in fulfilling their duties and providing services, particularly since 63% of the job is IT-based. In selecting and procuring equipment and supplies for a library, it is essential to consider issues of material, design, color, shape, and construction, as well as the availability of funds (Akanbi & Sambo, 2022). For instance, careful consideration should be given when choosing between equipment made of wood or metal, as each material has its advantages and disadvantages. Wood offers several advantages, such as its ease of acquisition, decorative qualities, and repairability.

Nevertheless, it also presents drawbacks like reduced strength, flammability, and vulnerability to damage from natural elements such as temperature and termites, which can increase the costs associated with acquiring high-quality wood. Library equipment should be simple, ergonomic, functional, sturdy, and have blunt edges (Mukhedkar & Waikar, 2024). The selection of furniture color should also take into account the room's characteristics and the prevailing color scheme. Furthermore, infrastructure planning should prioritize user requirements and existing infrastructure.

The library's basic equipment for a library comprises shelves or bookshelves measuring 190 cm in height with 4-5 shelves to organize book collections, newspaper racks adjusted to the size of the subscribed newspaper, magazine racks, reading tables and chairs adjusted to room dimensions, circulation desks, and book carts. The Archives and Library facilities and infrastructure failed to meet the required criteria. The construction process of the Archives and Library Service building was delayed due to budget constraints. Special Allocation Funds of IDR 15 billion from the National Library of the Republic of Indonesia were allocated to the Archives and

Library Service for the construction of the Library Service building. The Special Allocation Funds provision by the National Library of the Republic of Indonesia has been planned since two years ago with a requested budget of IDR 30 billion, but only IDR 15 billion was approved. Despite the completion of the Library Service building construction, there remains a need for improvement in the building's supporting facilities, especially the fence, which is still made of corrugated zinc sheets. The allocation funds of IDR 2.5 billion for the procurement of fences in the Special Allocation Fund of the National Library of the Republic of Indonesia for the 2022 budget year of Rp 6.8 billion was only available towards the end of the budget year. Unfortunately, the schedule prevented the Archives and Library Service from acquiring the necessary furniture and fences. Consequently, the provision of library furniture was postponed until the following fiscal year. This delay not only impacted visitor interest and service quality but also affected literacy rates and reading interest in the Babel Province. In recent years, the reading interest level and literacy development index figures of the Babel Province have shown fluctuations. In 2022, the region's literacy development index was 61.66, a 2.82-point difference from the national literacy development index average. By 2023, the literacy development index figure rose to 77.5, falling into the medium category. Concurrently, the reading interest level of the Babel Province increased by 3.09 compared to the previous year but still fell below the average of 66.17.

The adequacy of library facilities and infrastructure undeniably influences the interest in visiting as a comfortable environment fosters a conducive learning atmosphere (Michael & Tom, 2024). Public interest in visiting and reading can be increased by generating interest in library

places, collections, and services (Mustika & Rahmah, 2015). This opinion is in line with the study of Glass et al. (2019), which states that regional libraries can boost reading interest through enhancements in facilities and infrastructure. Although these elements function as supporting factors, their strategic roles and functions are pivotal in upholding the library service's quality (Lizunova et al., 2023).

The significance of infrastructure quality is evident through various factors, foremost among them being accessibility (Wu, 2023). Well-equipped facilities and infrastructure ensure that the library is readily accessible to visitors from diverse backgrounds. Beyond accessibility, robust facilities and infrastructure enable libraries to offer a diverse array of easily accessible information resources, encompassing bookshelves, computers, software, internet access, and other digital resources (Isiaka et al., 2024).

In the long term, the Archives and Library Service of the Bangka Belitung Islands Province needs to modernize its facilities and infrastructure, particularly focusing on technology and information systems, to foster innovation in library services, technologies such as library management software, Radio Frequency Identification (RFID) systems for inventory tracking and management, and providing access to digital resources to enhance the efficiency and quality of services (Bhui, 2023). The management of facilities and infrastructure in the Archives and Library Service in Babel Province was ineffective, with one contributing factor being inaccurate budget planning. For instance, the procurement of furniture scheduled for the 2023 fiscal year was postponed due to last-minute budget revisions, leaving the facilities and infrastructure operating without the necessary support tools. Furniture procurement is not part of the

main budget, and adding it to a revised budget would be detrimental to the organization due to the limited time for procurement. This issue also occurs in the procurement processes for other items. For the past two years (2022-2023), book procurement has been delayed because the Budget Change Implementation Document was submitted late at the end of the budget year, resulting in the Archives and Library Service's lack of new book collections. This situation highlights the lack of priority in budget management at the Archives and Library Service of Babel Province. In addition, the Archives and Library Service employees did not understand the stages of budget planning. The Archives and Library Service employed 14 librarians, many of whom are elderly and facing health issues. In 2023, three librarians reached retirement age, while the New Work Agreements were only reinstated that year. Most librarians are employees who are adjusted to their positions.

The Archives and Library Service staff assigned to budget and infrastructure management may lack the requisite qualifications or skills. Siagian et al. (2019) emphasized the importance of selective assignment in an organizational structure, as it can significantly affect individual performance and organizational productivity. Karim et al. (2020) stated that the effectiveness of ASN placement can be assessed through four key indicators: education, knowledge, skills, and experience. Education indicators consist of formal education and alternative education. Alternative education requires additional training for qualifications. Similarly, work knowledge is a pivotal factor in employee assignments. This indicator ensures that employees possess a theoretical foundation before applying their skills, covering procedures, equipment, and work processes. Job skills indicators require employees to

have the capacity for calculating, decision-making, and influencing others, among other skills. Finally, work experience is crucial in determining employee assignments, providing valuable insight into their prior knowledge and potential. However, the Archives and Library Service failed to meet these four indicators.

Another contributing factor to ineffective infrastructure management was the Archives and Library Service of Babel Province's failure to conduct an in-depth survey on the quality of library services for its users. Consequently, analyzing the needs of its users became a challenge in itself (Nurharirah & Effane, 2022). Library infrastructure surveys offer several significant benefits, such as enabling libraries to understand the needs of their users and serving as a basis for decision-making.

The Bogor City Library and Archives Office set an excellent example of this approach by surveying infrastructure needs among its users to enhance its infrastructure; the survey aimed to identify any deficiencies in facilities and infrastructure since the library's revitalization. Subsequent planning is carried out based on the budget provided by the local government to address these issues. This initiative enables the library to enhance its facilities and infrastructure (Anggraeni et al., 2023).

The Archives and Library Service of Babel Province plays a crucial role as the regional library manager. Regional libraries serve as vital channels to broaden horizons and enhance community knowledge. While most people acknowledge the existence and function of regional libraries, only a few recognize them as the primary source of knowledge and information. In this regard, the Archives and Library Service and its librarians play an essential role in fostering interest in reading. Librarians play a vital role in fostering a greater interest in reading



by carrying out various literacy activities (Savira & Abdullah, 2024).

The 1945 Constitution mandates national education, and public libraries play a pivotal role in both executing this mandate and fulfilling various strategic objectives aimed at improving the community's standard of living (Soni, 2023). The Archives and Library Service, as the manager of the provincial library in Babel Province, has endeavored to develop the physical infrastructure of the library. Igarashi et al. (2020) said that public libraries are ideal facilities for promoting lifelong learning. This same is true in the Japanese context. Libraries can accurately grasp citizens' learning interests and needs, which is essential for developing effective lifelong learning policies and programs. Wang and Wang (2020) agree that public libraries or provincial libraries emphasize space redesign to enhance cultural communication, social education, and community engagement.

Libraries also play a crucial role as places for lifelong learning, inviting individuals to open their minds, think critically, explore various issues, and devise solutions. The public library's role is to establish a learning environment where community members are inspired to engage in ongoing learning and supported in sharing knowledge (Maulida, 2015). Essentially, regional libraries play a vital role, particularly as a communication bridge connecting the community with the government. Another function of public libraries is to refine community input and convey it to decision-makers, empowering the public to contribute more effectively to public policy discussions. Therefore, the Archives and Library Service of Babel Province must adhere to the National Library Standard in managing libraries. Regional Regulation of Bangka Belitung Province Number 1 of 2018 concerning

Library Operations stipulates matters pertinent to these standards ( Gubernur Kepulauan Bangka Belitung, 2018). According to Article 5 of this regulation, infrastructure management is one aspect involved in the management of regional libraries. Chapter VII outlines the support needed to provide excellent service. Article 23 elaborates on the standards for library facilities and infrastructure, which must encompass, at the very least, land, buildings, space, furniture, and equipment.

Furthermore, library facilities and infrastructure must conform to various aspects, including technology, construction, ergonomics, environment, adequacy, efficiency, and effectiveness. The Archives and Library Service must improve the quality of library infrastructure and infrastructure in the library service building to comply with these provisions. As noted by Maryatun (2018), the physical condition and atmosphere of the library space must be in a strategic location with adequate and comfortable lighting systems. It can have a positive impact on the teaching and learning process.

The importance of library service facilities and infrastructure should not be underestimated. Although these resources may be considered as supporting resources, their role and function are critical in upholding the quality of service required by users. Furthermore, library facilities and infrastructure must merge information technology to facilitate users' access to information. Ultimately, providing representative and comfortable library facilities and infrastructure will pique users' interest and create a friendly atmosphere (Noh & Chang, 2020).

To achieve these goals, the Archives and Library Service of Bangka Belitung Province needs to enhance its budget resources, recognizing that providing optimal services requires adequate funding.

While the mere availability of funds may not realize these goals, sufficient budget allocations for library development are essential for enhancing service quality (Safira, 2015). In 2023, the Budget Implementation Document allocated a budget of Rp 82.9 million for the Archives and Library Service for the construction and maintenance of library facilities in public areas within the provincial jurisdiction (Rakhmadi, 2023). However, this budget has not been utilized optimally. Furthermore, in 2022, there has been no allocation of funds to improve the quality of library facilities and infrastructure of the Archives and Library Service, indicating a lack of commitment from stakeholders to prioritize and allocate funds for library services. Overall, the Archives and Library Service budget for its duties and functions has decreased by Rp 6.7 billion compared to 2022, highlighting the financial constraints in financing the Archives and Library Service programs and activities. Library services would operate more efficiently with an adequate budget to meet various library needs, including staff salaries, operational services, collection acquisition, procurement of library equipment and furniture, as well as other essentials such as building maintenance, cleanliness, and security (Nandang et al., 2021). One of the responsibilities of librarians and library officials is to formulate the annual budget plan. According to Law No. 43 of 2007, the government at both the national and regional levels is mandated to allocate library budgets in the State Revenue and Expenditure Budget and the Regional Revenue and Expenditure Budget (Presiden Republik Indonesia, 2007). The budget consists of short, medium, and long-term work programs. According to Efrina et al. (2017), infrastructure maintenance is part of the short-term program. Other examples include administration and circulation of

library materials, management of supplies, and maintenance of library facilities and infrastructure. This short-term work program also encompasses the daily activities associated with library management.

In contrast, the library's medium-term work program includes repairing usable infrastructure and procuring unavailable or incomplete library materials to optimize library operations. The library's long-term work program includes procuring other necessary infrastructure, and computers (along with its supporting equipment such as tables, chairs, and printers). This planning process entails collaboration between the Head librarian, who is responsible for library activities, and the library management staff (Efrina et al., 2017).

Lastly, infrastructure can be provided through coordination with the relevant regional government department and the provincial government (Ran, 2023), particularly in addressing budget constraints, ensuring a clear understanding of the funding limitations (Br Hutapepa et al., 2022). Furthermore, the Head librarian can collaborate with the financial division to submit infrastructure proposal letters to the Regional Development Agency and the Regional Budget Team to secure adequate and assured facilities and infrastructure in the future (Suhadhan et al., 2023).

The ability of the Babel Province's Archives and Library Service to manage library infrastructure is also required. According to Rokan (2017), facilities and infrastructure management encompasses planning, organizing, staffing, directing, coordinating, and budgeting. In the planning phase, organizational objectives, strategies, policies, procedures, and financial resources are determined. The organization stage involves formalizing the structure through grouping activities, coordinating, and delegating authority.

Zamlynski et al. (2022) stated that the significance of managing employee competencies involves identifying, implementing, assessing, and developing those competencies. Furthermore, it emphasizes how training and development help employees become more competent to meet business demands, ensuring that the right people are available to accomplish organizational objectives.

The Archives and Library Service requires human resource support for effective library management and has a clear vision and mission for further development. One of the Archives and Library Service initiatives to achieve this goal is to enhance its human resources by implementing a library staff and librarian capacity improvement program outlined in the 2023 DPA, with a budget allocation of Rp 37.9 million.

Additionally, the Archives and Library Service frequently collaborates with the National Library of the Republic of Indonesia to enhance the quality of its human resources. In 2023, three technical guidance events were carried out, including sessions for prospective librarian certification candidates and online training for library staff via ZOOM, alongside organizing librarian certification at the Provincial Library Services Building.

Besides human resource development, policies can be established to mandate department heads, section heads, librarians, and users to uphold and maintain library infrastructure. Externally, the Archives and Library Service needs to demonstrate greater creativity in seeking alternatives to sustain engaging and enjoyable learning experiences despite limited infrastructure. Pratama et al. (2023) agree with this opinion. Collaboration in libraries is essential for meeting users' information needs. Collaboration leads to greater savings in facilities, costs, personnel, and time. According to Suratmi (2021), one

form of library collaboration is the procurement of library materials that can be obtained through purchase, gift, donation, or exchange. In addition, to ensure users' comfort in utilizing the library, cooperation with other Regional Government Organizations to provide internet networks can also be pursued.

Therefore, the Archives and Library Services have a crucial role in managing library infrastructure, particularly the library services building. This intervention can commence by prioritizing budget allocations for facility and infrastructure maintenance. By enhancing the quality of its facilities and infrastructure, the Archives and Library Service can elevate the standard of library services. Therefore, proper library infrastructure management is imperative for the Archives and Library Service. Ultimately, all aspects, notably the availability of adequate facilities and infrastructure, contribute significantly to enhancing the quality of library services, which correlates with the literacy level and reading interests of the community in the Bangka Belitung Islands Province.

## CONCLUSION

The management of regional library infrastructure has not improved services in the Babel Province due to inadequate infrastructure conditions, budget management that does not prioritize the procurement of infrastructure and facilities, as well as human resource competencies that are not optimal in planning and managing the budget. Inadequate infrastructure conditions, such as outdated book collections, poorly maintained shelves and reading tables, and less than optimal circulation facilities, make the library less attractive and functional for visitors. In addition, budget management that does not prioritize the procurement of infrastructure and facilities, as well as human resource

competencies that are not optimal in planning and managing the budget, further worsen the effectiveness of library services. The absence of a comprehensive user survey also hampers the analysis of user needs so that the provision of facilities does not fully meet community expectations. These limitations contribute to low levels of library visits and minimal utilization of library services, which ultimately have a negative impact on efforts to improve literacy and reading culture in this region. Further research should focus on developing efficient library infrastructure improvement models, budget optimization, and staff training to improve competency.

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