

## Model of Library Management and Service in Islamic Educational Institutions: "Kebun Buku" Library as Best Practice

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### Abstract

This study aims to describe and explain the management model and services of the school library, as well as what factors are the support and obstacles in the management and services of the library. The research was conducted at the library of SMANU 1 Gresik. A qualitative approach is used in this research and its type is a case study. Data collection was carried out by interview, observation and documentation. The data analysis was carried out in three stages, namely data reduction, data presentation, and verification. Meanwhile, related to testing the validity of the data, researchers used the triangulation technique of data sources. The results of this study indicate that: *Firstly*, library management at SMANU 1 Gresik is carried out in several aspects, including: human resources, place resources (infrastructure), library material sources (references), and time resources. *Secondly*, the services provided by the library to customers or users include: circulation services, reference services, documentation services, learning guidance services (literacy), storytelling services, subject teacher consultation services, and services to Public. *Thirdly*, the supporting factors for library management and services are the support from the leadership (school principal) and adequate library facilities. Meanwhile, the inhibiting factors are the budget, which has been increased again, and the human resources (users) of services who are still less disciplined. The research results are expected to be examples of best practices for educational institutions, especially Islamic educational institutions.

**Keywords:** library management, library services, "kebun buku" library.

### Introduction

The library is one of the information centers, which is required to always provide various kinds of information in accordance with the development of science and technology. By utilizing the collections and services in the library, a person can increase their knowledge and insight. The existence of a library among people's lives cannot be underestimated. Various types of libraries have grown to meet the need for information, both public libraries, school libraries, and other libraries.

The school library for example, is one of the facilities used to optimize education, so that every school should have a library. The role of the school library is not only as a provider of reading for students in their spare time, but must be a source, tool, and means of learning for all residents in the school. Libraries must have their own place that is ready at any time to support and be involved in implementing the learning process at school. Basically, the school library is located in the school environment and is fully managed by a party appointed by the school.

According to Bafadal, library management in schools must be carried out professionally. Managers must be serious in carrying out existing activities in order to achieve progress and the learning process in schools. So, it cannot be denied that the existence of a professional librarian is needed to assist in supporting success in managing a library (Ibrahim, 2016). Another opinion was also explained by Sutarno, who said that in managing a library in a professional manner, of course, using the theory and principles of library management. Management theory is a concept of thinking about how management science is

applied in an organization or library. While the management principle itself is the basis or principle of truth which is the main idea in management. (Sutarno, 2004)

The existence of good library management will create a safe and comfortable library atmosphere to visit. Therefore, in library management must take into account several important aspects that exist in the elements of the library, such as calculating human resources, place resources, library material resources and also the time resources that are in the library. However, in an effort to achieve the goals of the library itself, it is not only the management that must be improved, but the service aspects that are contained therein also need to be considered because it is directly related to the library service users themselves. Therefore, existing services in a library can be said to be a measure or indicator of success rather than the quality of the library management. Library services are services provided by libraries in providing library materials and also providing information needed by users. Library services can be said to satisfy customers or users if the provision of information needed by users can be provided quickly and precisely or in other words, it can provide a sense of satisfaction to each user of the library service.

Research related to library management or management has been carried out by several studies, such as research related to library management in schools (Asmawardah, 2018; Ibrahim, 2016; Mansyur, 2015; Nugrahini, 2016; Setiawan, 2017; Vidiyawati, 2017; Zohriah, 2016), strategies in building a quality library (Safitri, 2017; Supriyanto, 2017), library service management in an effort to increase students' reading interest (Basri, 2012; Himayah, 2013; Rochmah, 2016; Tusadikyah, 2017), application of school library information service system (Damayanty, 2012), guidance services carried out by librarians to users (Sari, 2016), abilities or competencies possessed by personnel or human resources in the school library (Laili, 2018). In addition to this descriptive model research, research is to test whether a management model or collection management, manager competence, and facilities or infrastructure have an effect on a quality of service. (Guntara & Suryani, 2017)

The various studies mentioned above have been carried out only on a few components or elements in a library, but still have not researched more comprehensively how a library is managed and what services are provided by a quality library. This research tries to provide answers related to how the best model (best practice) of a library that has been awarded as the best national library. One of the school libraries that has good quality management and service, one of which is the Senior High School (*Sekolah Menengah Atas/SMA*) in Gresik Regency, East Java Province. The school that has a quality school library is SMA Nahdlatul Ulama 1 (SMANUSA) Gresik. Geographically, this school is located in a strategic area. Its location close to the city provides easy access to get there. The library at SMANU 1 Gresik was founded in 1980. At that time the library only consisted of a few cabinets which were used to store reading books. In 1988, then the allocation of a place for the library was 1 usable classroom. In 2006, the library of SMANU 1 Gresik was moved to a science laboratory, which is more spacious than before. Changes continue to be made, and improvements to the infrastructure for the library are increasingly fulfilled. In 2012, SMA NU 1 Gresik library has its own building which is named "Kebun Buku" Library. In this research article, we will discuss the model of library management and services in "Kebun Buku" Library. And what are the supporting and inhibiting factors in managing and serving the library.

## Method

The approach in this research uses a qualitative approach. Qualitative research as described by Moleong is a study conducted with the aim of understanding a phenomenon about what a research subject experiences, such as behavior, perception, motivation, action, and others (Moleong, 2012). The type of this research is a case study. Case study research aims to analyze and present data systematically about the actual state of the object and reveal data that is natural, straightforward and as it is without manipulation. The trend in this type of research attempts to focus on a decision, and why the decision was made, how it was carried out, and what the outcome was.

This research was conducted at SMA Nahdlatul Ulama 1 Gresik which was later shortened to "SMANUSA Gresik". The location selection was based on the uniqueness of the management and service

model carried out by the school library. The name of the school library by name alone has a model that is not usually used by other schools. The name "Kebun Buku" Library is a very good name in terms of branding a school library. In this study, the selection of informants was carried out purposively (aiming), namely by selecting people who were considered to know clearly the problems being studied. In this case, the key informants are the principal, head of the library, teachers, students and librarian.

Data collection techniques are a rare strategy in helping a researcher to conduct research, therefore the main purpose of research is to obtain a. The method of obtaining this data should be controlled by a researcher, this is because if a researcher masters good techniques, the data that will be obtained will be data that meets the predetermined data standards (Sugiyono, 2007, 2017). In this study, data collection techniques used three ways, namely observation, interviews, and documentation.

Data analysis is the next step in this research process. In qualitative research, the data analysis technique used is very clear, which is directed to answer the formulation of research problems. Analysis of the data used in this study is the process described by Sugiyono, namely a process of systematically searching and compiling data obtained from interviews, field notes, and documentation by organizing the data into categories, describing them into units, conducting a synthesis, arranging into patterns, sorting out which ones are important and which ones will be studied, and also making a conclusion that is easily understood by the researcher himself and others (Sugiyono, 2013). The data analysis technique is also expressed by Miles and Huberman in Sugiyono, namely that there are at least 3 stages that must be done in analyzing data in qualitative research. These stages are: (1) data reduction, namely classifying, directing, removing unnecessary, and organizing data. (2) Data presentation (data display), namely: finding meaningful patterns of relationships and providing the possibility of drawing conclusions. (3) Drawing conclusions or verification, namely: making patterns of meaning about the events that occurred. (Sugiyono, 2017)

The last stage related to the research data is to test the wetness of the data. The validity of the data was done by triangulating the data, namely by observing the performance of librarians, library-related facilities, and also student activities while in the library. This triangulation technique as explained by Sugiyono, is done by triangulating data sources. This technique is by comparing and checking back the degree of trustworthiness of information obtained through different time and tools in research (Sugiyono, 2007, 2017). The same thing was suggested by Moleong when checking the validity of the data, so it could be done by triangulation. Triangulation is a technique used in checking the validity of data by utilizing something else. The triangulation technique most widely used is by checking through other sources.

## Results and Discussion

### 1. The Library Management Model at SMANU 1 Gresik

#### a. Management of Human Resources

The human resource aspect is very important in library management. The number of human resources in it has an influence on the effectiveness of library management. Regarding human resources or personnel in the "Kebun Buku" Library, it can be said that it is sufficient, with a total of around 1021 students of SMANU 1 Gresik and the number of library managers or personnel as many as five people. The library manager consists of 1 head of the library, 4 library staff. With a sufficient number of managers, library programs can be run in a controlled manner. The librarian at the Library's "Kebun Buku" also offers interesting programs. So that students and anyone who comes to use the library facilities will be excited, including the enthusiasm in participating in activities held by the library.

Programs held by the "Kebun Buku" Library are one of the efforts of library managers (human resources) in providing services to all library users. These programs are in accordance with research data, namely: (1) Class library. In this class library program students will be invited to show their creativity and creativity in decorating a corner of the classroom. SMANU 1 Gresik students will turn every corner of the class into a mini library. The mini library is made so that students can read between breaks or free time while at school, so that it can increase students'

reading motivation; (2) *Sabu Sake* (One Class One Book). This program provides a place for students to channel their creations in written form. In this methamphetamine sake, the writings of students from one class will be collected and put together to form a work that can be marketed. Here the library manager provides a forum and directs students to always work, besides that the manager also teaches how to entrepreneurial students with the work they have made; and (3) *Sabu Sago* (One Book One Teacher). Unlike the previous program, the *Sabu Sago* program was shown to every teacher who taught at SMANU 1 Gresik. This opportunity is given to teachers who teach so that they can pour out appreciation and thoughts that want to be conveyed to the readers. In the *Sake Sabu* and *Sabu Sago* program, it is not only marketed at the scope of the school but also until school leaves. Like when there is a bazaar or event related to other books.

Apart from these programs, there are several programs used by library administrators as a development rather than a function of the school library. Based on the research data, it can be explained as follows: (1) Procurement of reading areas in school corners (*Pojok Baca*). In order to arouse students' motivation to read during breaks or free time, the library manager of the "Kebun Buku" provides a reading area in the corners of the school where the book menu is placed on poles in the area with the "Taruh-Pungut" system, namely officers book gardens put books during open library hours and pick them up again during closed library hours. Books in the "Pojok Baca" area cannot be borrowed (brought home); (2) The compulsory reading program for each teacher by distributing books to teachers to be taken home within 3 days to be exchanged with other book titles; and (3) Every teacher is obliged to borrow books in the hope that it can trigger the interest of teachers and their families to love reading, so that they can be integrated into the wider community regarding the habit of fond of reading.

#### **b. Management of Place Resources**

The resources for the space in the "Kebun Buku" Library are sufficient for the number of students at SMANU 1 Gresik, which is about 1021 students. Spatial planning made by the manager can be used by students as library users in using these library facilities. Regarding the management model or area arrangement applied by the "Kebun Buku" library's manager, the following findings are as follows: (1) *Lesehan* area, consisting of a collection of reference books and dictionaries, audio visuals, *lesehan* reading table, and of course an IT-based library; (2) Collection Area and Reading Room; (3) Work Area and Circulation Space; (4) Classical Reading Area (circular table); and (5) Internet, Printer and Copier Facilities Area.

Each area in the library also gives an interesting impression, so that students feel at home to linger in the library. In addition, the ventilation and lighting in the "Kebun Buku" Library "are also sufficient. The provision of air conditioning and lots of lighting make the library a comfortable place to visit. The arrangement and provision of space in the Library "Kebun Buku" is sufficient to complement the needs of students studying at SMANU 1 Gresik.

#### **c. Management of Library Material Resources**

"Kebun Buku" Library provides various collections of library materials in it. This collection is not only available library materials, but works of fiction are also included in the library collection. Based on research data related to library materials, it can be said that there are more works of fiction than non-fiction works, this is done by the manager with the aim of increasing students' enthusiasm for reading. Comparison of collections of general works or fiction books by 70% and non-fiction books related to the curriculum by 30%. Reading non-fiction books or books related to school lessons has been done in the classroom, therefore the manager wants to create a different atmosphere so that there is no boredom felt by every student who comes to the library, but they will feel an interesting and happy feeling.

Regarding library materials in the "Kebun Buku" Library, there are various kinds of collections or types of books provided by the library. The following are various types of book collections in the library of SMANU 1 Gresik, namely: (1) Book Collections: Tens of thousands of learning support books, thousands of e-books, thousands of ICT-based learning media, and thousands of magazines; (2) Student Work: In the form of books written by students, student skills, hundreds of individual films; (3) Teacher's work: In the form of books written by the teacher; and (4) Miniature historical buildings in Indonesia, equipped with barcode signs to complement the information.

The works that have become the collection of the Library "Kebun Buku" at SMANU 1 Gresik have gone through various stages such as sorting so that they can be used by students. Maintenance of library materials is also considered carefully by managers by always upgrading and providing new library materials that are in it so that students can get the latest information.

#### d. Management of Time Resource

In the aspect of time resources that exist in the management of the "Kebun Buku", the library is the operational time of the library, both the day when it is open and closed, as well as related to the hours of operation of the library. Libraries start to open for visits from 08.00 and will close at 17.00, with an additional 2 hours after the *KBM* is finished. The additional time given is to provide opportunities for every student who does not have time to visit the library during their break or spare time. This additional time was responded well by students because it gave more time to students who wanted to complete school assignments or just read library materials in the library. As for the opening day of the "Book Garden" Library, it is Monday to Sunday. On Sundays, usually all regular school libraries are closed, but it is different with the SMANU 1 Gresik library. On Sundays the library provides services to the surrounding community to use the existing facilities in the library.

## 2. The Library Service Model at SMA NU 1 Gresik

Based on the data that the researcher has obtained, the types of services provided or provided by the "Book Garden" Library are about eight types of services. The following services are available in the library of SMANU 1 Gresik, including:

### a. Circulation Services

There are several processes for circulation services at the "Kebun Buku" Library, namely: (1) The user selects the book to be borrowed; (2) Submit the books to be borrowed along with the user's ID Card to the "Book Plantation" officer for transactions; (3) The "Book Farm" clerk makes transactions by: Entering a book barcode so that it is printed on the book card and Entering the ID Card barcode so that the borrower's identity is printed on the borrowed book; (4) The maximum time limit for borrowing books is 3 days for reading and 7 days for textbooks if the user exceeds the borrowing time limit will be subject to a fine of 500 per day. This stage or process is made so that the services provided by the library can be directed. Thus the service will be organized and give a satisfied impression to every student or anyone who comes to the "Kebun Buku" Library.

### b. Reference Services

This reference service concerns the provision of facilities so that users can get the information they need easily. The Library's "Kebun Buku" provides a good reference service. By providing a barcode on the available miniature work, it can be scanned directly by the student's cellphone. Provision of barcodes is one of the reference services provided by the "Kebun Buku" library for students. The barcode provided will provide information related to the miniature, including the history of the "Kebun Buku" Library building. Apart from that, the library manager also provides directions to students who need information about the "Kebun Buku" of the Library, such as helping to locate the reading books that are looking for and also helping to apply the facilities provided by "Kebun Buku" library.

### c. Documentation Services

Based on research data related to the types of documentation services at the "Kebun Buku" Library, the library manager provides certain types of files such as state laws or government published articles that are collected by the library. Apart from government published articles, the "Kebun Buku" Library also provides various types of documentation service models such as "Pojok Gresik" and "Pojok President" as a complement to documentation services. However, in this type of service, not all students can use the service at will, because this service has special conditions. In this service, students are only allowed to borrow and read these readings in the library, which means that there are some special readings (book collections) that students cannot take home. Library managers are closely guarding the provision of reading material for documentation services, from provision, maintenance to control of works. Because not all library materials in the library are classified as documentation services. In general, what is classified as a documentation service is the provision of previous works about the country such as articles that explain the struggle or depiction of independence and also the regulations that exist in that country. This is done with special treatment because it is not easy to get it. Therefore, the manager forbids students to take the works home.

d. **Tutorial Services (Literacy)**

The research data explains that the tutoring service model in the Library "Kebun Buku" in SMANU 1 Gresik is a service provided by library managers by providing learning services to every student who needs tutoring assistance. The implementation of this type of service is a model of cooperation between library managers and teaching teachers in certain lessons by activating these learning activities on an ongoing basis in the library. This activity is carried out with the aim of being able to help students solve problems that they have not yet understood during class learning. Apart from that, this activity is also commonly used by students to help their friends who have difficulty understanding the subject matter when in class or as a means of learning together in doing assignments given by the teaching teacher. The manager of the "Kebun Buku" Library hopes that with this tutoring service model activities students can better understand the material and also think that the library is a fun place to study together.

e. **Storytelling Service**

Storytelling services are services provided by library managers as to improve student abilities in the form of providing facilities where students express or practice telling stories related to the material they have read or what material will be told. The purpose of providing this service is an effort to help students get used to speaking or telling every incident or what they have read to be recounted in front of their friends. Apart from that, the storytelling service in the "Kebun Buku" Library is to train students to be brave in appearing in front of the public, in this case, in front of other students in the library.

f. **Subject Teacher Consulting Services**

Based on the research data, it can be explained that this consultation service is an effort made by the school management as a form of serving the needs of students who have difficulty in learning or students who still do not understand the subject matter delivered by the teacher when in class. The form of this service is that each student is facilitated by the library manager to take advantage of each subject teacher in helping the needs of students who want to consult during recess. This service is very useful for teachers and students, including the relationship or friendship between students and teachers, socialization for students who have difficulty understanding lessons, and also make it easier or help students no longer need to take courses outside when they do not understand or cannot understand what the teacher says in the classroom.

g. **Internet Service**

Internet service is a form of service provided by the library to students to use the internet facilities provided by the library. Internet services are provided so that students can be helped when they have assignments or need to find material related to subject matter in class. Of course, this internet service is controlled by the school library manager so that students do not abuse internet facilities for negative or useless things. This internet service is quite helpful for teachers and students when they need references that may not be available in the school library

h. **Community Service**

As a form of library contribution to the community, the library manager provides facilities to the general public around the school to be able to use the existing facilities "Kebun Buku" Library. Services to the community are very important because they are a component in education. Apart from that, the main goal carried out by library managers is so that the culture of reading as a form of library contribution to the community, the library manager provides facilities to the general public around the school to be able to use the existing facilities "Kebun Buku" Library. Services to the community are very important because they are a component in education. Apart from that, the main goal carried out by library managers is so that the culture of reading or literacy is increasingly widespread in the midst of society. The form of service provided is by adding additional hours of breaking days for the community, namely on Sundays. Determination of the day so that it is separate and not too disturbing when students use library facilities during active school time or literacy is increasingly widespread in the midst of society.

Based on the research findings data related to the types of services provided by the "Kebun Buku" Library, it can be explained that the services provided are part of the library in general. Basically there are various service models provided by each library and each library will have the same model as the others, but each library also has a different model from one another. The differences that exist in each library service in schools are an attempt to innovate to develop and improve the function of a

wider library. Apart from that, it is also an effort to make the library one of the more preferred places for students or anyone who comes to the library. In general, library services have at least 6 types of services. However, in its development, library services then develop according to needs, as Hartono argues that in general there are eight types of services provided by each library. Then he developed a library service, namely in the aspects of abstract services, indexes and also up to date information services.

The development of library services was also expressed by Pawit who stated that there were new developments in the aspects of communication and network services. However, it is different from Puwani, which reveals a wider type of service, namely the mobile library model service, for example. From the research findings data, at least the "Kebun Buku" Library service at SMANU 1 Gresik has eight types of services, including circulation services, reference services, documentation services (audio visual), tutoring services (literacy), storytelling services, subject teacher consultation services, internet services, and services to the surrounding community. From the findings, it is related to the types of services available in the "Kebun Buku" Library, at least it strengthens the theory or opinion explained by Hartono, namely that the types of library services consist of at least eight types of services.

The findings of this study, when referring to the theory or concept of service expressed by Hatono above, then there are new services that differentiate between several other libraries, namely reading guidance services (literacy). The purpose of these services is to provide facilities to students so that they are accustomed to or cultivate reading activities with full awareness of themselves. To simplify and support these types of services, the "Kebun Buku" Library collaborates with each homeroom teacher to create a class library program. In addition to providing services to students, "Kebun Buku" Library also provides a type of service to teachers, namely the subject teacher consultation model. From the findings of these types of services, it can be seen that schools also provide good services to all school members, in this case, teachers. As a form of establishing and / or contributing to the surrounding community, the "Kebun Buku" Library also provides services to the community around the school by adding or giving special time for people to come to the "Kebun Buku" Library, which is every Sunday.

The development of a service model carried out by the "Kebun Buku" Library is an effort to achieve the vision and mission of the library and provide the best to all stakeholders. The best achievement of the services provided by the "Kebun Buku" Library is the highest award as the Best National Library in the School. The success of a service is determined by the quality of service provided to customers. Quality as explained by Kotler and Tjiptono, namely the whole and the features of the product characteristics that support the ability to meet consumer needs. Service quality must start from a customer need that ends with customer satisfaction, as well as a positive perception of service quality (Tjiptono, 2007). In relation to the quality of a service, Zeithaml and Berry (1988) in Tjiptono suggest that there are at least five dimensions to a service quality, namely: reliability, assurance, responsiveness, empathy, and direct evidence (tangibles) (Tjiptono, 2007). The success of serving in "Kebun Library" Library is also in line with what was formulated by the American Library Association (ALA), namely that there are three important components in an information service, including: a staff component, a facility component, and a collection component. (Damayanty, 2012)

### **3. Supporting and Inhibiting (Obstacle) Factors in Library Management and Services at SMA Nahdlatul Ulama 1 Gresik**

#### **a. Supporting Factors**

The success of a program cannot be separated from the aspects that support the success of the program. The same is true for the management and services of the "Kebun Buku" library at SMANU 1 Gresik. Supporting factors in a program need to be maximized so that existing programs become successful or in other words, the planned objectives can be achieved effectively and efficiently. The following are some of the supporting factors in the management and services in the "Kebun Buku" Library, namely: Management and services provided are IT-based, so that services can be provided quickly; Strategic location for students to reach; The design of each part of the library room is interesting to visit; Provision of adequate library materials; and Provision of learning support tools such as photocopying machines is very helpful for every visitor so that they do not have to leave school just for a photocopy.

### b. Obstacle Factor

Apart from the factors that support the success of a program, there are other factors that can hinder the running of a program. Based on the research data related to the management and services in the "Kebun Buku" Library, there are several factors that become obstacles, so that the management and services are not optimal. Inhibiting factors in the management and services at "Kebun Buku" Library are as follows: Students are not orderly in filling in absences; Students often forget to return books after borrowing them; Lack of awareness in maintaining and caring for borrowed books; and Information technology networks sometimes experience disruption, especially during active hours of borrowing books. Regarding some of these inhibiting factors, of course not all of them apply to students, most of the SMANU 1 Gresik students carry out the existing rules. However, a small number of disciplinary violators also become an obstacle for library managers in controlling library materials, including when they will conduct a recap of visitors to the "Kebun Buku" Library.

## Conclusions

Based on the results of the research and discussion, it can be concluded that several things are related to the research results of the management and service model of the Library "Kebun Buku" in SMANU 1 Gresik. The following are some of the research findings that can be concluded, namely: *First*, the management of the "Kebun Buku" Library at SMANU 1 Gresik is very optimal. Conducted by the library. This management includes aspects of human resources, place resources, library material resources and time resources. *Second*, the library service "Kebun Buku" Library at SMANU 1 Gresik is always improved by the library manager, so that every student's needs can be met properly. The services provided include circulation services, reference services, documentation services, and tutoring services (literacy), storytelling services, subject teacher consultation services, internet services, and services to the community. The results of this study are expected to be a theoretical input to the existing scientific knowledge in the field of school literature. Apart from that, the results of this study are also expected to be an example for school library managers because the model of management and services carried out by the "Kebun Buku" Library is a best practice that is very suitable and good for example by other schools. The input that is no less important is for the library managers of SMANU 1 Gresik, especially the managers of the "Kebun Buku" Library.

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