

EFFECTIVENESS OF MOBILE LIBRARY SERVICES AT MUHAMMAD YAMIN PUBLIC LIBRARY SAWAHLUNTOHafizand Lutfilhadi¹, Sri Wahyuni^{2*},^{1,2} Mahmud Yunus State Islamic University (UIN) Batusangkar, Padang, Indonesia**Corresponding Author:**

Hafizand Lutfilhadi, and Sri Wahyuni*

Islamic Library and Information Science. Faculty of Ushuluddin, Adab and Dakwah, Mahmud Yunus State Islamic University (UIN) Batusangkar

Email: sriwahyuni@uinmybatusangkar.ac.id**Article Info**

Received:

Revised:

Accepted:

Online Version:

Abstract

This study discusses the effectiveness of mobile library services at the Muhammad Yamin Sawahlunto Public Library. The main focus of the study is on the operational factors that influence the effectiveness of services and the obstacles encountered in their implementation. The research method used is qualitative with a descriptive approach. Data collection techniques were conducted through in-depth interviews, observations, and documentation studies. Data analysis used the Miles and Huberman interactive analysis model, which includes three stages: data reduction, data presentation, and conclusion drawing. The results of the study show that the mobile library service is running effectively and efficiently, with routine activities twice a week and reaching various school levels. The book collection and supporting facilities were considered adequate. However, there were still obstacles such as adjusting the visit schedule with the school and limited human resources. The solutions sought included more coordinated scheduling and requesting additional manpower from the agency.

Keywords: Mobile Library, Public Library, Service Effectiveness

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Journal Homepage

<https://journal.nahra.id/index.php/jlias>

How to cite:

Lutfilhadi, Hafizand., & Wahyuni, Sri., (2025). Effectiveness of Mobile Library Services at Muhammad Yamin Public Library Sawahlunto. *Journal of Library, Information, and Archival Studies (JLIAS)*, 1(1), 1-11. <https://doi.org/XX.XXXXXX/ijie.v1i1.1420>

Published by:

Yayasan Nahdah Husnifra AlHurriya

INTRODUCTION

Providing access to information and literacy for all levels of society. However, limited resources and geographical conditions often hinder the equitable distribution of services, especially for people living in remote areas. To address this issue, mobile libraries have been

introduced as an innovative service that enables a more equitable distribution of reading materials. Their presence is part of the government's strategy to support the principle of lifelong learning as emphasised in (Perpustakaan Nasional RI, 2007) about the Library.

Several studies show that mobile libraries are effective in improving community literacy (Wigati Aninditta Putri & Santoso, 2015). Finding that this service is able to reach communities in areas of Surabaya that are far from the main library, Therefore, it is important to raise awareness so that the service is used optimally, while Hidayah & Zumrotun (2024) proves that creative literacy activities encourage students' interest in reading. However, research Titahena et al (2023) di Maluku memperlihatkan efektivitas layanan perpustakaan keliling masih rendah akibat keterbatasan sarana dan sumber daya. Hal ini memperlihatkan adanya variasi hasil yang bergantung pada kondisi sosial, geografis, serta strategi pelayanan yang diterapkan.

The urgency of this research lies in the crucial effort to bridge the gap between the ideal of mobile libraries as an instrument for equalising access to information and literacy and the complex reality they face in the field. Although this service is recognised globally and nationally as an innovative strategy for realising lifelong learning and reaching communities in remote areas, empirical evidence in Indonesia as demonstrated by studies in Maluku reveals that its effectiveness is often hampered by limited facilities and resources. In the context of Sawahlunto City, where mobile libraries have been operating regularly, specific challenges such as budget constraints, a shortage of librarians who also serve as drivers, geographical conditions, and low reading interest require in-depth study. Therefore, this research is not only urgent to identify the operational factors that affect the effectiveness of the service, but it is also important to produce evidence-based strategic recommendations to optimise the vital role of mobile libraries in promoting literacy and equitable access to information for all levels of Sawahlunto society, while contributing a relevant academic perspective to the development of library services in Indonesia.

In the context of Sawahlunto City, public libraries through mobile units routinely reach primary schools, kindergartens, and public spaces with a relatively adequate collection. However, initial observations show a number of obstacles, such as budget constraints, a lack of librarians who also serve as drivers, difficult road conditions, and low reading interest among some students. This situation raises questions about the extent to which mobile library services can effectively promote equitable literacy among the people of Sawahlunto. Based on this background, this study aims to describe the operational factors that influence the effectiveness of mobile library services at the Muhammad Yamin Sawahlunto Public Library and to identify the obstacles encountered in its implementation. The results of this study are expected to contribute practically to the development of mobile library service strategies and add to the literature on the effectiveness of library services in Indonesia.

LITERATURE REVIEW

Effectiveness

This refers to the level of success in achieving predetermined objectives. The closer the results of an activity are to the expected objectives, the higher its effectiveness, and vice versa. (Primadani, 2019). According to Wahyuni et al (2019) Effectiveness is a measure of how well a job is done and the extent to which the results obtained meet expectations. According to Maghfirah & Wahyuni (2023) explaining that public services must be oriented towards the needs of the community. In the context of libraries, library services must be responsive to the community's needs for information, literacy and learning, and involve the active participation of library users in the service development process. The success of an organisation's work greatly depends on the effectiveness of the individuals within it. There are several criteria that can be used to assess the effectiveness of an organisation that provides services (Siagian, 2019).

According to Luthfiyah (2016) , several fundamental principles must be applied in providing library services to users. First, services must be comprehensive, meaning they are not intended for specific individuals or groups alone, but for all users in general. Second, services must be user-oriented, where all service activities are focused on the interests and satisfaction of

the users, not for the convenience of the management. The final principle is the development of a system that is simple, fast, and accurate to ensure efficiency and reliability in every service process provided.

Public Library

Public libraries have an important and distinctive role in society as they can empower communities through the resources they possess. However, public libraries in Indonesia have not fully achieved this due to various challenges they face. Therefore, there is a need for librarians who are active and creative in managing libraries and serving the surrounding community. In addition, librarians also need to establish active communication with library users and other members of the community (Sinaga, 2004).

Public libraries have four fundamental objectives as outlined in their manifesto. First, libraries aim to provide the widest possible access to reading materials for the community. This access is expected to help improve their quality of life, not only economically, but also morally and spiritually. Second, libraries serve as providers of fast, accurate and affordable information, especially on relevant topics that are currently of public concern. The information presented, often in the form of selected guides, is designed according to local needs in order to support the community in their efforts to increase income or open up new job opportunities (Yudisman, 2020).

In addition, the third objective is to assist the community in developing their potential. With the support of an adequate collection of reading materials, libraries support the function of continuing education or lifelong learning, so that honed potential can benefit the surrounding environment. Finally, libraries serve as key cultural centres in the community. Through various activities such as exhibitions, lectures, and film screenings, as well as the provision of supporting information, libraries enhance cultural appreciation and encourage active community participation in arts and culture. In carrying out this function, libraries are required to be selective in choosing information sources so as not to have a negative impact on the culture of the community they serve (Afrina et al., 2024).

According to Sulistyo-Basuki (2011) A mobile library is a library that uses a vehicle that can be moved to various locations so that the library's service coverage becomes wider. In this way, schools located far from public libraries can still utilise library services. Mobile library services are usually organised by regional or district/city libraries to reach communities that are difficult to reach by permanent libraries (Majid et al., 2021). Based on this explanation, researchers concluded that mobile libraries are part of public libraries that function as programmes to expand services by visiting library users using vehicles. Mobile libraries are organised regularly so that people who live far from libraries can still access library services and expand their knowledge.

Of course, here is a paragraph that has been rewritten with good and correct language and flows like an article. Mobile libraries can be said to be an extension of the Regional Public Library service, carrying out various strategic functions (Subarkah & Setyadi, 2020). Firstly, mobile libraries provide access to services for groups of people who, due to certain circumstances, are unable to visit permanent libraries, such as hospital patients, prisoners in correctional institutions, residents of orphanages, and elderly people in nursing homes. Secondly, their presence plays an important role in introducing public library services to communities who are not yet familiar with their benefits and functions. On the other hand, mobile libraries also serve as temporary service providers in areas that do not yet have permanent library buildings, as well as a means of testing and determining strategic locations for the construction of permanent libraries in the future. In addition, under certain conditions, mobile libraries can be a temporary solution to replace permanent libraries in an area where the construction of permanent facilities is not yet possible. Equally important, mobile libraries also carry out core librarian tasks, such as recording and updating collections regularly to maintain visitor interest, as well as compiling monthly and annual activity reports.

RESEARCH METHOD

The type of research applied in this study is qualitative research with a descriptive approach. The descriptive method emphasises understanding the issues that arise in society, the applicable rules, and specific conditions. In addition, this study also analyses the relationship between various activities, attitudes, and views, as well as the impact of a phenomenon (Rusandi & Rusli, 2021).

This research was conducted at the Muhammad Yamin Sawahlunto public library, located at Jln. Raya Koto Alam No. 244 Talawi Mudik, Talawi District, Sawahlunto City, West Sumatra. The researcher chose this location for the study after conducting an initial visit and observation at the Muhammad Yamin Sawahlunto Library, where they identified issues related to the effectiveness of the mobile library service at the Muhammad Yamin Sawahlunto Library.

In this study, the researcher used the purposive sampling technique, which is a sampling method conducted with specific considerations according to certain criteria relevant to the research objectives, especially in qualitative research. Thus, the data collected will be relevant and focused on the experiences and impacts of mobile library services on children's and community literacy, so that the results of this study are more accurate and meaningful (Tersiana, 2018).

In this study, the researchers used three approaches to collect data, namely observation, interviews, and documentation. First, observation techniques were used to enable researchers to interact directly with research subjects (Anggito & Setiawan, 2018). The type of observation applied was systematic observation, in which researchers made preparations by first creating a framework before conducting observations. Second, interview techniques were also used. Based on the planning of the questions, the researchers chose to use a guided interview approach, which involved compiling a framework and outline of questions to be asked in sequence (Anggito & Setiawan, 2018). Third, documentation techniques were used to collect evidence and information. In general, documentation means the activity of collecting evidence about an event or concept. According to Anggito & Setiawan (2018), documentation can be defined as a systematic activity to search for, investigate, collect, and provide documents to obtain valid information, knowledge, and evidence, which are then disseminated to interested parties.

RESULTS

This discussion provides an in-depth analysis of the operational factors that influence the effectiveness of mobile library services at the Muhammad Yamin Sawahlunto Public Library, as well as the obstacles encountered in their implementation. The analysis was conducted by linking field findings with the theories outlined in the theoretical review chapter, thereby producing a more comprehensive understanding of the level of service effectiveness and efforts to develop it.

Based on the findings of the study, the effectiveness of the mobile library service at the Muhammad Yamin Public Library in Sawahlunto City is influenced by several crucial operational factors. These factors include operating hours that must be in line with the schedule and needs of the community, the accuracy of the service in meeting user requests, and the friendly and informative manner in which librarians deliver the service. In addition, the availability of adequate facilities and book collections, as well as the competence of the human resources managing the services, are also key determinants in creating optimal and impactful services for the communities reached. There are several factors that influence the operational factors affecting the effectiveness of mobile library services at the Muhammad Yamin Sawahlunto Public Library, such as;

First, the time factor is an important indicator in assessing the effectiveness of a service (Siagian, 2019). The results of the study show that the mobile library service is conducted twice a week, on Wednesdays and Thursdays, with a schedule that has been adjusted in accordance with the school's agreement. This is in line with the theory that determining the right time can

minimise obstacles and increase user satisfaction. The alignment of schedules between the library and the school demonstrates good coordination, although adjustments are made when dealing with holidays or specific school activities. The success of these adjustments is a factor that supports the effectiveness of the service.

Secondly, the accuracy of the service is reflected in the librarian's ability to provide a collection that meets the needs of library users. Based on the findings, the collection includes general books, religious books, and children's literature, most of which meet the needs of students at the kindergarten to primary school levels. These findings support Setyawan's (2019) assertion that effective library services must provide collections that are relevant to the needs of library users. However, there are complaints regarding the limited variety of collections, which may affect user satisfaction in the long term. Third, the style of service delivery plays an important role in building positive interactions between librarians and library users (Siagian, 2019). The findings show that librarians actively read books to children, hold quizzes, and conduct literacy-based educational games. These activities are in line with the theory of effective service, which emphasises the importance of interactive communication, empathy, and creative approaches to attract interest in reading. Fourth, Facilities and Supporting Infrastructure. According to Misbah (2021), adequate facilities and infrastructure will support service effectiveness. The mobile library in Sawahlunto is equipped with bookshelves and a reading area, although its capacity is limited. The existence of this facility helps to improve user comfort, but the limited number of vehicles and storage space pose challenges that can affect the reach of services.

Fifth, the quality of human resources is a determining factor in the success of services (Endang Purwanti, 2022). The results of the study show that the number of librarians who are able to drive mobile libraries is very limited. This condition can hinder the expansion of services to more remote areas. Nevertheless, existing librarians have shown great dedication through creative efforts in packaging services. Library operations encompass all activities carried out to manage, maintain, and provide library services to users. The main objective is to ensure that the library can function effectively and efficiently. These operations are designed to ensure that the library can effectively serve the needs of the community, from basic services to community development programmes. Examples include circulation services, library material management, collection development, reference and information services, and so on.

Mobile libraries are one way in which libraries demonstrate their commitment to expanding access to information and literacy for communities that are not reached by conventional libraries. Conventional libraries are libraries that manage, store, and provide access to collections of library materials in physical or printed form (Majid et al., 2021). Their main characteristics are their physical presence (buildings) and their focus on physical collections such as books, magazines, journals, and newspapers in printed form. At the Muhammad Yamin Sawahlunto Public Library, this service has become a flagship programme in bringing books closer to communities in various regions. Therefore, this study will examine the effectiveness of the mobile library service to understand the extent to which it has succeeded in achieving its objectives and to identify the factors that influence it.

Based on research, the effectiveness of mobile library services at the Muhammad Yamin Sawahlunto Library shows varying results, where human factors play a dominant role, while operational challenges are the main obstacles. Operational challenges are various obstacles or problems that arise in the daily activities of an organisation or business, which can hinder the achievement of objectives and reduce efficiency. Examples include budget constraints, lack of human resources, new regulations or policies, and so on. From the librarian's point of view, this service is considered effective because of its well-thought-out strategy, starting with the preparation of a structured visit schedule that is adjusted to the users' free time, such as school breaks. Librarians also show great dedication to arriving on time, despite facing external

obstacles such as bad weather or road damage. This professional attitude is essential to maintain the trust of users.

Furthermore, the success of the service is greatly driven by the proactive and interactive role of librarians. The proactive and interactive role of librarians is a shift from the traditional image of librarians who simply wait for patrons to come to them. Modern librarians must be more active in reaching out, engaging, and collaborating with the library user community. Librarians not only function as book providers, but also as facilitators who create a friendly and personal atmosphere. Librarians strive to build good relationships with library users, especially children, by greeting them, remembering their names, and holding interactive activities such as storytelling or games. This approach, coupled with their ability to adapt by using easy-to-understand language, even regional languages, is key to fostering interest (supportive environment, availability and access, role models, technology and innovation) and comfort among library users. Librarians also demonstrate innovation by trying more engaging ways of communication, such as using simple visual media, to introduce book collections. Simple visual media are tools or materials used to convey information, messages, or ideas in a visual form that is easy to understand, without requiring complex technology. Examples include posters and charts.

However, from the perspective of library users, although they acknowledge and appreciate the friendliness and fair service of librarians, several operational obstacles have been highlighted. Library users feel the negative impact of sudden changes to visiting schedules, which can cause disappointment and reduce enthusiasm, even though the school is flexible. In addition, the limited reading facilities, such as adequate tables and chairs, are a significant challenge. Due to its mobile nature, the mobile library service cannot provide these facilities optimally, so library users often have to read in makeshift places. Finally, although the book collection is considered diverse, library users hope for more regular and varied collection updates, as well as a system for borrowing books directly from the mobile library van. In conclusion, this service has succeeded in creating an emotional bond with library users through the personal approach of librarians, but to achieve maximum effectiveness, logistical and operational challenges, particularly those related to facilities and collections, still need to be addressed.

The success of an organisation's work greatly depends on the effectiveness of the performance of the individuals within it. There are several criteria that can be used to assess the effectiveness of an organisation that provides services (Siagian, 2019). Based on this theory and supported by the data obtained by the researcher, it can be concluded that the theory is consistent with the reality in the field, where the theory states that the success of an organisation's work is highly dependent on the effectiveness of the performance of the individuals within it. There are several criteria that can be used to assess the effectiveness of an organisation that provides services at the mobile library of the Muhammad Yamin Public Library. Some of the criteria used are service criteria, service schedule criteria, and interaction between librarians and library users. These criteria are used to assess the effectiveness of services at the mobile library of the Muhammad Yamin Public Library.

Based on research findings, the effectiveness of mobile library services at the Muhammad Yamin Sawahlunto Public Library presents a paradox between success driven by human resource dedication and systemic limitations that threaten its sustainability. Although librarians play a crucial role through their personalised approach, creativity in literacy activities, and adaptability that creates emotional bonds with library users, this service faces fundamental operational challenges such as inconsistent schedules, limited reading facilities, a limited variety of collections, and a shortage of librarians who also serve as drivers. The disparity in perception between librarians, who assess the service as procedurally effective, and library users, who feel the impact of inconvenient facilities and schedule changes, reveals an imbalance between the quality of personal service (soft service) and the reliability of systemic service (hard service).

Therefore, the success of services that currently rely on individual commitment needs to be supported by systemic improvements through budget advocacy, strategic partnerships, and operational standardisation to create sustainable and equitable effectiveness.

The mobile library service initiated by the Muhammad Yamin Sawahlunto Library is a form of commitment to expanding access to literacy and supporting the learning process of students, especially in schools located outside the city centre. However, behind this noble intention, its implementation in the field faces various multidimensional obstacles that affect its effectiveness and sustainability. These obstacles can be categorised into several crucial aspects. First, in terms of operations, this service is highly dependent on external conditions. Mobile library vehicles often face obstacles due to steep, narrow, and rocky road conditions, exacerbated by bad weather such as heavy rain, which can cancel visits. In addition, the absence of reading facilities such as tables and chairs at the location means that the comfort of library users is highly dependent on the facilities provided by the school, which are not always adequate.

Secondly, human resource and budget constraints are significant obstacles. The number of librarians on duty is very limited and is not proportional to the number of library users who must be served, a challenge that is reinforced by Siagian's (2019) opinion regarding the importance of matching human resources with the workload. This limitation is further exacerbated by the lack of budget for training to improve librarians' skills and to cover operational costs, such as fuel, as emphasised by Nita & Afrina (2023) regarding the vital importance of budget for the continuity of public services.

Thirdly, the availability and condition of the collection is a central issue. The limited number and variety of books often makes it difficult for library users to find reading material that suits their interests. Furthermore, these books are prone to damage or loss due to high usage by children, a phenomenon also identified by Sari et al (2024). Another fundamental obstacle is the lack of a book lending service for taking books home, which limits the time children can interact with books and potentially reduces the long-term impact of reading interest.

External challenges also affect the effectiveness of the service. Sawahlunto's hilly terrain often forces the mobile library to park outside the school grounds, hindering direct access for students. On the other hand, low reading interest among some members of the community is a non-physical barrier that is being addressed through various creative literacy programmes, an innovation that is believed to be a long-term solution.

In general, despite facing various obstacles, this mobile library service is considered to have met several indicators of effectiveness, particularly in terms of timeliness and style of service delivery. This finding reinforces the research by Titahena et al (2023), which emphasises that the effectiveness of mobile services depends on the synergy between internal management and external support. Therefore, future strategies need to focus on adding competent human resources, diversifying collections, strengthening budgets, and developing more massive literacy programmes. Ultimately, each library has its own constraints, and for the Muhammad Yamin Sawahlunto Library, the main challenges are centred on operational aspects, resources, and collections that require systematic and sustainable handling.

DISCUSSION

Based on the research findings, the effectiveness of the mobile library service at the Muhammad Yamin Sawahlunto Public Library shows paradoxical results, where success driven by human resource dedication is confronted with systemic limitations that threaten its sustainability. Operationally, this service has met several indicators of effectiveness according to Siagian's (2019) theory, particularly in terms of punctuality with visit schedules coordinated with schools, interactive service delivery through a personalised approach and creative literacy activities, and the ability of librarians to provide relevant collections for primary education levels. However, the findings also reveal fundamental obstacles such as limited collection variety affecting long-term user satisfaction, the absence of adequate reading facilities at visit locations, the impact of sudden schedule changes on patron enthusiasm, and the limited number of

librarians who also serve as drivers (Resta et al., 2026). The disparity in perception between librarians who assess the service as procedurally effective and library users who feel the impact of inconvenient facilities and schedule changes reveals an imbalance between the quality of personal service (soft service) and the reliability of systemic service (hard service) (Risparyanto, 2022). Thus, the success of services that currently rely on individual commitment needs to be supported by systemic improvements.

Based on a comprehensive analysis of the research data, it can be concluded that the research findings consistently answer the research questions regarding the effectiveness of mobile library services at the Muhammad Yamin Sawahlunto Public Library. The results of the study not only confirm the theoretical framework used as a basis but also reveal the complexity of implementation in the field. In particular, the research findings prove that the initial hypothesis regarding the influence of operational factors on service effectiveness is correct, with five indicators of effectiveness according to Siagian's (2019) time, service accuracy, delivery style, facilities, and human resource quality confirmed by empirical data. However, this study also found a disparity in perception between librarians and users that was not fully anticipated in the initial research questions, where the personal commitment of librarians managed to compensate for systemic limitations but did not completely solve fundamental problems such as schedule instability and facility limitations. These findings reinforce Titahena et al (2023) argument regarding the importance of synergy between internal management and external support, while refuting the simplistic assumption that service effectiveness depends on a single factor. Thus, the research findings not only comprehensively answer the research questions but also provide new insights into understanding the dynamics of community-based public service effectiveness.

The results of this study on the effectiveness of mobile library services at the Muhammad Yamin Sawahlunto Public Library can be clearly explained from the context of space and time that form the basis of the findings, which also describe the specific social situation being experienced. The spatial context, namely the hilly topography of Sawahlunto, directly explains operational findings such as road access constraints that require vehicles to park outside the school and the lack of adequate reading facilities at the location. Meanwhile, the temporal context, such as visit schedules aligned with school break times and specific moments such as holidays, is a key explanation for findings regarding timeliness and service adaptation. The social situations revealed, such as low reading interest and budget constraints, are not universal phenomena but rather local sociological realities shaped and explained by this geographical and temporal context. Thus, the relationship is dialectical: the spatial and temporal context shapes the research findings, and at the same time, these findings successfully capture and analyse the unique social situations that occur within these spatial and temporal boundaries.

In general, the findings of this study are consistent with previous research by Siagian's (2019) on the criteria for service effectiveness, particularly in terms of timeliness and interactive service style. However, there is a significant inconsistency with Afrina (2016) research on collection adequacy, where in the context of Sawahlunto's mobile service, limited collection variety is actually a major obstacle. This inconsistency is mainly due to differences in physical space and budget between conventional libraries and mobile services in areas with complex topography. This study enriches the field of mobile library service studies by introducing the dimension of the 'effectiveness paradox' - a condition where the success of personal service aspects (soft service) masks the ineffectiveness of systemic aspects (hard service). The unique contribution of this research lies in its ability to reveal the disconnect in perception between service providers and users, as well as to identify the 'compensation effect' whereby high human resource dedication successfully compensates for infrastructure limitations, but has the potential to create sustainability issues in the long term.

Based on the findings of the study, the response required to improve the effectiveness of the mobile library service of the Muhammad Yamin Sawahlunto Public Library requires a comprehensive and systematic technical action plan. First, in terms of operations, a dynamic route system needs to be designed that takes into account road and weather conditions in real time, equipped with emergency protocols for alternative visits when access is blocked. Second, in terms of human resources, a periodic training programme is needed to improve librarians' competencies in digital literacy, collection management, and interactive service techniques, as well as opening recruitment for additional staff through a volunteer scheme or collaboration with local educational institutions. Third, regarding collections, periodic assessments of user needs must be conducted to curate collections more effectively, diversify library material formats (such as adding audiobooks or e-books), and implement digital lending systems or short-term lending mechanisms with documented membership cards. Fourth, in terms of infrastructure, mobile library vehicles need to be modified with more ergonomic bookshelves and equipped with portable reading facilities such as carpets and cushions to create a comfortable reading space in any location. Fifth, in terms of budget, more intensive advocacy is needed with local governments and the private sector to increase operational and development funding allocations, as well as to optimise cooperation with communities for sustainable literacy programmes. The implementation of this action plan is expected to overcome operational obstacles while strengthening the foundation of services towards a more adaptive, inclusive and impactful transformation of mobile libraries.

CONCLUSION

One of the most surprising findings of this study is the paradox between the success of services driven by extraordinary human dedication and the threat of collapse due to systemic limitations. Although these mobile libraries are considered effective due to the personalised approach, creativity, and resilience of librarians who are able to form emotional bonds with users, the entire foundation of this success turns out to rest on fragile individual commitment. The astonishing finding is that the effectiveness of the service depends entirely on the 'miracles' created by a handful of librarians who are willing to make sacrifices, while the supporting systems, such as the budget, number of human resources, and facilities, are almost inadequate. This is a profound reflection: how dangerous it is to build literacy access for the community by relying solely on personal dedication without the support of sustainable infrastructure and policies. If these unsung heroes become exhausted or move on, the entire seemingly successful service has the potential to collapse in an instant. Therefore, these findings do not merely reflect operational problems, but remind us that the real solution lies in transforming our dependence on individual heroism into strengthening systems that can ensure the sustainability of literacy services for the future.

Based on this comprehensive analysis, this study makes a significant contribution to the development of library and information science, particularly in the study of mobile library services. Theoretically, this study contributes a holistic approach by integrating Siagian's (2019) organisational effectiveness theory into the context of library outreach services, while enriching the concept by introducing a new dichotomy between 'soft service' (which relies on the personal commitment and humanistic approach of librarians) and 'hard service' (which depend on complete facilities, logistics, and reliable systems) as an analytical framework for understanding the dynamics of service effectiveness. The contribution to the variables lies in the identification of contextual variables specific to mobile libraries in Indonesia, such as hilly geographical terrain, the dual role of librarians as drivers, and the absence of lending services, which deepens the understanding of the specific factors that influence operational success. Furthermore, this study raises new critical questions to be addressed in future research, including: how to create a sustainable financing model for mobile services in areas with limited budgets, what strategies

are most effective for standardising ‘soft services’ without losing the essence of a personalised approach, and how to design adaptive collection and lending policies for mobile services that can meet the demands of library users while ensuring the sustainability of the collection.

Based on the findings of this study, there are several limitations that require further study for a more comprehensive understanding, particularly in terms of methodology and scope. This study is still limited to the perspectives of users and librarians in accessible school environments, so it does not yet cover the views of the general public in remote areas or stakeholders such as local governments regarding supporting policies. In addition, although the qualitative approach used is in-depth, it has not been able to measure the quantitative impact of factors such as collection variety or frequency of visits on increasing reading interest. Conceptual limitations are also evident in the lack of in-depth exploration of hybrid service models that integrate digital services with physical visits, as well as the socio-economic factors of the community that influence access to literacy. For further research, a mixed-method approach is needed with a broader range of respondents and more comprehensive variables, including an analysis of the long-term impact of creative literacy programmes on the reading behaviour of the community.

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