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Strategic Planning Design in The Development of Multifunction Services of North Nias Public Library

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ABSTRACT

Strategic planning in library services is becoming needs today in responding to challenges in the era of industrial revolution 4.0. Strategic planning is also needs to respond the role of libraries as institution for providing information and knowledge in educating and empowering the nation. Thus, the strategic planning design is needed as a reference in developing future-oriented library services. This research aims to formulate the North Nias Public Library's strategic planning design in improving public services. The research method was descriptive qualitative by collecting data through interview, observation, and documentation. The results of this study were North Nias Public Library's strategic planning design with Hensley-Schoopmeyer Model which become a reference in developing the multifunctional services of North Nias Public Library in the future and the three pillars of strategic planning stages, i.e. consensus; cooperation; and proactive, creative, and contextual actions.

INTISARI

Perencanaan strategis dalam pelayanan perpustakaan menjadi kebutuhan dewasa ini dalam menjawab tantangan di era revolusi industri 4.0. Perencanaan strategis juga merupakan kebutuhan untuk menjawab peran perpustakaan sebagai lembaga penyedia informasi dan pengetahuan dalam mencerdaskan dan memberdayakan bangsa. Dengan demikian, desain perencanaan strategis dibutuhkan sebagai acuan dalam mengembangkan pelayanan perpustakaan yang berorientasi pada masa depan. Penelitian ini bertujuan untuk merumuskan desain perencanaan strategis Perpustakaan Umum Nias Utara dalam meningkatkan pelayanan publik. Metode penelitian yang digunakan adalah kualitatif deskriptif dengan pengumpulan data melalui wawancara, observasi, dan dokumentasi. Hasil penelitian ini adalah desain perencanaan strategis Perpustakaan Umum Nias Utara dengan Model Hensley-Schoopmeyer yang menjadi acuan dalam mengembangkan pelayanan multifungsi Perpustakaan Umum Nias Utara kedepannya dan tiga pilar tahapan perencanaan strategis tersebut, yaitu mufakat; kerjasama; dan tindakan proaktif, inovatif, kreatif dan kontekstual.

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1. Introduction

Service is one of the three main functions of government in realizing a prosperous society (Iqrom, 2013). The function is carried out in the Administration of Government Affairs, one of which is library affairs.

Library as a vehicle for lifelong learning is closely related to the intelligence and empowerment of a nation. Therefore, the library has big responsibilities (Sutarno, 2005) according to its multifunction. It has the potential to produce wide-spread impact (multi-effect).

However, the environments in which libraries exist and develop are dynamic (UzomaMadu, et al., 2017). The challenges of industrial revolution era 4.0 with developing information and communication technology require libraries to be more proactive in adapting to their environments.

North Nias Public Library also exists and develops in dynamic environments. It is in North Nias Regency, one of the underdeveloped regions that stipulated in The Republic of Indonesia Presidential Regulation Number 131 of 2015 concerning The Stipulation of The Underdeveloped Regions in 2015-2019. Human Development Index of North Nias Regency in 2015-2017 is ranked 30th among regencies/ municipalities in North Sumatra Province (BPS, 2018). Mean years of schooling in North Nias is 6 years with a maximum standard of 15 years (BPS, 2018).

Therefore, library is a strategic alternative that has the role of improving and increasing the quality of education of North Nias's human resources. The quality of it will certainly produce impacts on the development progress of North Nias.

Library and Archive Agency's data show North Nias Public Library visitors tend to be unstable from 2012-2018. This condition is seen in the fluctuating data on monthly visitor statistics. They are given in picture 1 and picture 2. Another condition is the finite management of the library.

Picture 1 North Nias Public Library Visitors in 2012-2018

Source: Analytical result, 2019

Picture 2 The Fluctuating Data on Monthly of North Nias Public Library Visitors in 2016-2018
Source: Analytical result, 2019

The dynamic environmental demands North Nias Public Library to adapt more proactively by paying attention to environments (Dougherty, 2002) through strategic planning. Johnson (1994) states that strategic planning guarantee the future of library services to library users. Pacios (2017) also states that strategic planning is flexible in adapting to environmental changes and able to produce opportunities in the sustainable learning process and supports maximum performance.

Based on the explanations above, the purpose of this research is to design strategic planning in the development of multifunctional services at North Nias Public Library.

2. Theory

2.1 Strategic Planning

Evashwick define the strategic planning as a process of assessment of the changing organizational environment to create a vision of the future and the process of organizational adjustment to its environment based on mission, its strengths and weaknesses and then formulate plan of actions in efforts to adapt to the changes (Zuckerman, 2005).

Ginter, Swayne, and Duncan define strategic planning is a series of processes of identifying the desired future so that it can arrange decision guidelines (Zuckerman, 2005).

Thus, strategic planning can help organizations think strategically, clarify the direction of the future, create priorities, make decisions with calculated consequences, develop an integrated foundation, solutions to unstable conditions, solve key problems, improve performance, and foster cooperation (Bryson, 2016). Ginter, Swayne, & Duncan stated that strategic planning can bind organizations with shared goals and values, improve performance, make concepts of organizational self and goal clearly that produce consistent decisions, help

organizations to understand current conditions while thinking of the future and recognize signs to make changes, produce vertical and horizontal communication, and encourage innovation and change that is demanded from the dynamic environments (Zuckerman, 2005).

The application of strategic planning in the library was stated by Birdsall et al., (1994) through the Hensley-Schoppmeyer Model. The strategic planning model used in academic libraries. The assumption of Hensley-Schoppmeyer Strategic Planning Model is that people with the same motivation will accept common goals and all forms of beneficial cooperation, which will contribute to achieving common interests.

Hensley-Schoppmeyer Strategic Planning Model consists of six stages, i.e:

a) Positioning The Architects

The stage includes organizational planning structure and then selects the best planners available. The planning structure is a planning hierarchy that can follow traditional hierarchical lines or functional divisions, depending on the leader that manages planning matters; the composition of the planning team and the liaison structures between them. Stakeholders who represent the main impact areas should be involved of the planning.

b) Scanning The Environment

The stage is a standard feature in strategic planning that aims to identify areas of impact, current conditions, and future factors that might affect the organization. Environmental scans consist of internal and external aspects. Internal environmental scan areas are university (missions and priorities) and library (resources, library organizational structures and staff, and needs of students in each faculty). External environmental scan areas are identification of strategic impact areas, trends in the world of university, trends in library technology, relevant partners, liaison opportunities, and demographic, social, and politic trends.

c) Analyzing Strategic Options

The purposes of analyzing strategic options stage are identifying and comparing the advantages and disadvantages of each decision so that each goal can be arranged realistically. This stage consists of cooperation within the university (networking, commitment, and affiliation) and library development initiatives (creativity in programs and activities and seeking grants).

d) Designing Unit Plans

Planners align the mission and goals of the library with the goals of the library's constituencies at this stage. The stage matches the best proposals from constituencies with the limited library resources in achieving goals so that the appropriate and suitable

recommendations are obtained. This stage consists of four things. They were as listed below:

- The targets of library development;
- Funding, structure and select of human resources in development activities;
- Determining needs in order to increase income;
- Ongoing planning, review and evaluation.

e) Accepting The Agenda

The stage of accepting the agenda by partners and constituencies is needed in strategic planning. This stage depends on informing stakeholders about what is being planned and how their own goals are advanced by it. This stage includes library acceptance, university acceptance, and partner and constituents acceptance.

f) Adopting The Strategic Plan

The stage of adopting the strategic plan requires commitment by stakeholders to allocate their resources in achieving the common goals. The stage includes:

- Stakeholders which include the areas of library impact, pathways of influence, and key people; and
- The adoption stage includes architecture, advocacy, awareness, acceptance, and adoption.

The stages of Hensley-Schoppmeyer strategic planning model are given in figure 3:

Picture 3 The Stages of Hensley-Schoppmeyer Strategic Planning Model

Source: Birdsall & Hensley, 1994

2.2 Public Service

Public services are the rights of every citizen that must be fulfilled by the state. Robert I Rotber stated that

a state is considered a failure if it is unable to meet the needs of its people. This strong emphasis is not without foundation because public services are the esprit of the welfare state and constitutional rights based on democracy (Puspitosari et al, 2012).

Sinambela et al. (2011) states public services are the fulfillment of the desires and needs of the society by state administrators.

Lonsdale & Enyedi (1984) stated that public service is "something made available to the whole of the population and it involves things that people can't normally provide for themselves i.e. people must act collectively".

Carlson & Schwarz state that the qualities of public services that local governments must develop are (Denhardt, 2007):

- a) Convenience;
- b) Security;
- c) Reliability;
- d) Personal attention;
- e) Problem-solving approach;
- f) Fairness;
- g) Fiscal responsibility; and
- h) Citizen influence.

2.3 Library

Suwarno (2009) states that a library is a work unit that collects, stores and maintains collections with a particular management system so that it becomes a source of information that can be utilized by users. Thus, according to Rao, library services are related to efforts to meet the various needs of users with their expectations (Bamigboye, 2007).

Library has a lot of functions. According to Hermawan, et al. (2006), they are the storage of treasures of human works, sources of information, education function, cultural function, research function, recreation function, decision making function. Purwono (2013) states that the four strategic functions of public libraries in improving the life of people are a place of lifelong learning, a catalyst for cultural change, an agent for social change, and a bridge of communication between society and government.

The multifunctional library acts as an agent of change, a development agent, a cultural agent, and science and technology development (Suwarno, 2009). Bamigboye (2007) in his journal stated that the main roles of libraries are partner in education and lifelong learning, equitable access to information: partners in creation of knowledge, preserver of local heritage, and public programmes or recreational reading.

Library with its multifunctionalities and the wide impact that can be caused by them is an institution that

exists in the internal and external environment. Laksmi (2007) states the internal environment consists of librarians and learning about librarians. The external environment consists of the society, the government, educational institutions, entertainments, other libraries, bookstores, and private companies. Sutarno (2006) divides the library's external environment into four parties. They were as listed below:

- a) The government,
- b) Community/ educational institutions,
- c) Providers or sources of information, and
- d) Non-governmental organizations.

Therefore, according to Rao, the library must be able to identify users' needs and expectations, staff behaviors and communication skills, identify the service environment, and staff morale and workload in providing services (Bamigboye, 2007).

3. Research Method

Research required the depth of understanding of reality so the approach of study was used descriptive qualitative with the type of case study. The focus of the research was the six stages of Hensley-Schoppmeyer Model. They were as listed below:

- a) Positioning the architects;
- b) Scanning the environment;
- c) Analyzing strategic options;
- d) Designing unit plans;
- e) Accepting the agenda; and
- f) Adopting the strategic plan.

Informants in this study were users, Library and Archive Department of North Nias Regency's staff; the official of relevant regional apparatus organization; school and campus; administrators of Taman Bacaan Masyarakat and relevant cultural institutions. Data collection techniques were observation, interviews, and documentation.

The research data were analyzed by using strategic steps that listed below:

- a) Raw sense data, experiences of researcher;
- b) Recorded data, physical record of experiences; and
- c) Selected, processed data in a final report (Newman, 2014).

4. Results and Discussion

The six stages of Henley-Schoppmeyer Strategic Planning Model consist of:

- a) Positioning the architects;
- b) Scanning the environment;
- c) Analyzing strategic options;
- d) Designing unit plans;
- e) Accepting the agenda; and
- f) Adopting the strategic plan were based on the results presented below.

4.1 Positioning The Architects

The field findings showed that the positioning the architects stage at North Nias Public Library was based on the organizational structure that characterized, i.e.: tasks and functions (tugas pokok dan fungsi), top down, and sectoral (relationships were not found in relation to library affairs). Therefore, there hasn't a library planning structure design available yet at North Nias Public Library that considers the impact areas.

Furthermore, in accommodating the users, the architects need a liaison, namely units. Based on the results, the units were as listed below:

- Literacy unit;
- Resource unit; and
- Cooperation and development unit.

Thus, the stage of positioning the architects at the North Nias Public Library should be shown as follows.

Figure 4 Positioning The Architects Stage at North Nias Public Library

Source: Simanjuntak, Dilli Timoria, 2019

Based on the results of study, the architects related to the development of the multifunctional services of North Nias Public Library consisting of the secretariat, library division, and archive division.

Other architects that have a major impact and influence on the development of the multifunctional services of the North Nias Public Library were users. According to the findings, users of North Nias Public Library came from various institutions. They were as listed below:

- Educational institutions;
- Government institutions;
- Private institutions;
- Library institutions;
- Cultural institutions, and
- Society.

Internal and external parties involved in the planning structure are:

- Head of department;
- Secretary of department;
- Secretariat division;
- Library division;
- Archive division; and
- Users.

4.2 Scanning The Environment

The field findings showed that the scanning the environment stage at North Nias Public Library involved internal and external environment. The stage was conducted through documentation study on central and regional planning documents and reports on the achievements of the previous fiscal year. It certainly has

limitations in describing the internal and external environmental conditions of North Nias Public Library.

The scanning of internal conditions of North Nias Public Library included technical and non-technical aspects. The scanning of external conditions of North Nias Public Library was limited. They only included vision and mission.

Thus, the stage of scanning the internal and external environment that should be carried out at the North Nias Public Library includes:

- a) The internal environments consist of:
 - Technical aspects, i.e.: collection, information empowerment, information services, promotion, cooperation in the using of library;
 - Non-technical aspects, i.e.: human resources; facilities, infrastructure, and technology; and local policies;
 - Trends of user needs; and
 - Trends of issues in internal organization that have impacts for library performance.
- b) The external environments consist of:
 - Trends of central and local policy, i.e. vision-mission of Republic of Indonesia, vision-mission of North Nias Regency, programs and activities of National Library;
 - Characteristics of North Nias society, i.e. demography, social, economy, technology, and Human Development Index;
 - Identification of the areas of impact;
 - Opportunities of cooperation between libraries and relevant individuals and institutions; and
 - Public views of the library.

This stage resulted the identification of strengths and weaknesses of the North Nias Public Library and opportunities and threats that will be faced in the future.

The strengths of North Nias Public Library are the availability of ready to use books 81% and the remaining 19% in a condition damaged by flooding, lost, and the stuck circulation process; the addition of civil servants having a library education background in 2019; ongoing building construction to meet the need of space; official department which cover the North Nias Public Library; varied users of North Nias Public Library; and annual availability of budget allocations for library affairs.

The weaknesses of North Nias Public Library are the limited quality of human resources physically and psychologically, limited facilities, manual library management, minimal promotion, the absence of standard and legal policy about library technical activities, the minimal of cooperation activities, and programs and activities tend to be more tangibles than educational aspects of the importance of reading.

The opportunities of North Nias Public Library listed below:

- a) The library affair becomes a national priority;

- b) There is a library institution at the national level such as National Library;
- c) North Nias Regency's vision emphasizes on human resources;
- d) The conditions for cooperation are available;
- e) The population increases; and
- f) Internet network access at least 3G is available.

The threats of North Nias Public Library listed below:

- a) Bad public views of the library;
- b) The circumspection of family members to visit library; and
- c) Network access isn't evenly distributed and it is below 50%.

Thus, the stage of scanning the environment of the North Nias Public Library should be conducted as in below diagram.

Figure 5 Scanning The Environment Stage at North Nias Public Library

Source: Simanjuntak, Dilli Timoria, 2019

Based on the challenges above, the strategic options that should be made at the North Nias Public Library are:

- a) Library development initiatives, namely:
 - Human resources such as creating technical training, education and training, comparative

studies, direction and guidance from officials to motivate their staff, transferring vision and mission, understanding of the duties, etc;

- Collections such as procurement from regional budget (Anggaran Pendapatan dan Belanja Daerah), donations, internet (digital collections), creating local collections, etc;
 - Facilities, infrastructure and technology such as procurement from the regional budget, etc;
 - Promotion by putting up banners, stick posters, socialization, information on the website, holding events, individual promotions, advertising by social media, Mobil Perpustakaan Keliling/ MPK (mobile libraries), etc; and
 - Policies: formulating policies related to North Nias Public Library, etc.
- b) Cooperation within the relevant stakeholders, i.e:
- Human resources such as creating networks with relevant institutions/literacy activists community, etc;
 - Collections such as proposals, looking for local sources, looking for donations, creating networks with educational institutions providing journals and electronic books, etc;
 - Facilities, infrastructure and technology such as coordination with department of communication and information, proposals, etc;
 - Promotion such as creating joint programs with relevant institutions; educating people at village meetings, houses of worship, schools, campuses, offices; participating in relevant community events; advertising on printed media (newspaper); etc; and
 - Policy such as coordinating with local, provincial or central government related policies; learn from other library department about library policies; using consultants; etc.

Therefore, the analyzing strategic options stage should be designed at North Nias Public Library are seen as Figure 6.

4.3 Designing Unit Plans

The findings of the field represented that the designing unit plans stage has not taken place yet at North Nias Public Library eventhough there were various targets, programs and activities. Sub-divisions in library division haven't been designed as inter-parties connector units in fulfilling the diverse of needs.

Unit plans that should be in the development of multifunctional services at North Nias Public Library are:

- a) Literacy units: collections; various product and services; promotions; creative, persuasive, educative, and nuanced local activities;
- b) Resource units: human resources, facilities and infrastructure, technology, finance, and policy; and

Figure 6 The Analyzing Strategic Options Stage at North Nias Public Library

Source: Simanjuntak, Dilli Timoria, 2019

- c) Cooperation and development units: cooperation with individuals and institutions: educational, government, private sector such as publishers or information providers, cultural and religious institutions and development activities which include reporting, reviewing, and evaluating.

Based on that things, the stage is described as follows (Figure 7).

4.4 Accepting The Agenda

The results adduced that accepting the agenda stage wasn't always reached at internal level of the North Nias Public Library. The factors are:

- a) The conditions of the first stage of strategic planning such as the characteristics of organizational structure (tasks and functions, top down, and sectoral); and
- b) Internal conflicts such as dissent between head of office and staf that aren't managed properly so there isn't agreement to execute programs and activities. Communication and cooperation are disrupted so that they have an impact in adopting the strategic plan stage.

According to Birdsall, et al. (1994), this stage depends on informing stakeholders about what is being planned and how their own goals are advanced by it. Therefore, dialogue, sharing of opinions, discussions and exposures are created by architects so that the agenda of library is known, understood and agreed upon by all parties.

Therefore, accepting the agenda stage at North Nias Public Library should be shown as follows (Figure 8).

Figure 8 Accepting The Agenda Stage
At North Nias Public Library
Source: Simanjuntak, Dilli Timoria, 2019

Figure 7 The Designing Unit Plans Stage
At North Nias Public Library
Source: Simanjuntak, Dilli Timoria, 2019

4.5 Adopting The Strategic Plan

The results adduced that the stage of adopting the strategic plan didn't always occur. The evidences are the breakdown of library management like stock opname, book repairs, and circulation. Those certainly disturb services. Other adoption contents that are expected but disturbed are shared values and principles. The effect is lack of participation by each party to share resources.

Thus, the form of this stage at North Nias Public Library is presented as follows (Figure 9).

The charts are ideas in formulating the design of strategic planning to develop the multifunctional services of North Nias Public Library. That will work if there are coordination of effort (Jackson, 1973) and adaptable (Dougherty, 2002) which bring out three pillars as the foundation for each stage.

a) Consensus

Library with dynamic environmental characteristics certainly requires planning based on coordination of effort, which is consensus, so that the plans are integrated and sustainable in every stage process.

b) Cooperation

Cooperation is a step forward from the consensus that involves the relevant internal and external parties.

c) Proactive, innovative, creative and contextual

The development of the North Nias Public Library must refer to the characteristics of the library. Because of that, North Nias Public Library is demanded to be adaptable (proactive, innovative, creative and contextual) with its environment.

Thus, the design of the strategic planning for developing the multifunctional services of North Nias Public Library is presented as follows (Figure 10).

Figure 9 Adopting The Strategic Plan Stage At North Nias Public Library
Source: Simanjuntak, Dilli Timoria, 2019

5. Conclusion

The conclusions drawn from the results of research and discussion are set out below:

- Hensley-Schoppmeyer strategic planning model in the development of multifunctional services of the North Nias Public Library consists of six stages. Those stages are: positioning the architects, scanning the environment, analyzing strategic options, designing unit plans, accepting the agenda, and adopting the strategic plan; and
- Strategic planning in developing the multifunctional services of North Nias Public Library must be based on coordination of effort and adaptable which bring out three pillars as the foundation for each stage. The pillars are: consensus; cooperation; and proactive, innovative, creative and contextual actions.

The recommendation from this research is North Nias Public Library needs to adopt and break down each form of the six stages of Hensley-Schoppmeyer strategic planning into programs and activities based on three pillars, namely consensus; cooperation; and proactive, innovative, creative and contextual actions that are expected to answer future demands.

Figure 10 Strategic Planning Design In The Development Of Multifunction Services Of North Nias Public Library
Source: Simanjuntak, Dilli Timoria, 2019

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