

Organic Adaptation of Government Special Library Services for General Users: A Case Study of Monumen Pers Nasional Surakarta

Author

Royan Tri Anjar Saputra¹, Satria Darul Ramadhan², Adnantha Eko Cahyo Saputro³, Wibi Qurota A'yunil Huda⁴, Praptiningsih⁵

Correspondence

^{1,2,3,4,5} Institut Islam Mamba'ul 'Ulum Surakarta, Surakarta, Indonesia, 57155
E-mail: royananjas33@gmail.com

Abstract

The Monumen Pers Nasional (MPN) Library of Surakarta is a special library under the Ministry of Communication and Digital Affairs of the Republic of Indonesia, formally mandated to focus on press and communication collections. However, field realities indicate that the majority of its visitors are university students, school students, and members of the general public whose information needs extend beyond the press collection. This study aims to analyze the service management strategies employed by MPN Library in adapting to the needs of general users beyond its primary institutional mission.

A descriptive-evaluative qualitative approach was employed using a purposive sampling technique. Key informants were Febriyani (Junior Librarian) and Laila (First-Class Librarian). Data analysis followed the Miles and Huberman interactive model, supported by source triangulation across interviews, participatory observation, and official documents.

The findings reveal that MPN has developed a structured organic adaptation model across four dimensions: (1) differentiated membership policies based on geographic area and academic status; (2) non-press supplementary collection development through a QR Code-based public suggestion mechanism; (3) spatial zoning through the repurposing of the Komala Room as a group discussion area; and (4) proactive management of heterogeneous user behavior. The critical finding is that all these adaptations operate bottom-up without formal written policies, rendering the service model vulnerable to bureaucratic leadership changes. This study contributes to filling a literature gap regarding the managerial adaptation of government special libraries that organically serve the general public.

Keyword: Monumen Pers Nasional, public users, service adaptation, service management, special library, organic adaptation

Received: 20 April 2026 Accepted 28 June 2026

Introduction

Special libraries play a crucial role in Indonesia's information ecosystem as providers of resources specifically tailored to their parent organizations (Tambunan, 2005). Unlike public libraries, which serve a broad cross-section of society, special libraries are conceptually designed to support the mission, research, and policy-making processes of a particular institution. However, the dynamics of contemporary societal information needs have pushed special libraries toward a transformation of role, shifting from an exclusive orientation toward a more inclusive one (Djaenudin & Trianggoro, 2020). This transformation requires libraries not only to meet internal administrative targets but also to deliver tangible benefits to the wider public (Monumen Pers Nasional, 2025).

This pressure toward social inclusion creates a distinctive managerial challenge, particularly for government-owned special libraries, which often find themselves in a dilemmatic position between institutional mandates and public service demands (Hamida & Sein, 2023). In

many contexts, library policy has a significant influence on equitable access to information (Muhaemin, 2024). For institutions with a specialized mandate, opening access to the public frequently generates tension in resource allocation, since the needs of general users often fall outside the institution's core mission (Susilo & Noeraida, 2020).

This managerial tension is clearly visible at the Monumen Pers Nasional (MPN) Library in Surakarta. As a Technical Implementation Unit (Unit Pelaksana Teknis/UPT) under the Ministry of Communication and Digital Affairs of the Republic of Indonesia, MPN is formally a special library with a collection focus on press and communication (Mahmudi & Rahmawati, 2023). Despite this specific thematic mandate, field realities show that the majority of its visitors are university students, school pupils, and members of the general public whose needs extend beyond the press collection. Data indicate a visitation rate of approximately 1,200 people per month, a substantial figure for an institution that organically serves the public without any formal written policy (Monumen Pers Nasional, 2025).

Prior research on MPN has explored technical aspects such as the preservation of historic newspaper collections (Mahmudi & Rahmawati, 2023), archive digitization through e-paper optimization (Sa'idah & Mutaqin, 2023), the use of the museum as a medium for history education (Cahyani, 2023), and room comfort in terms of lighting and air circulation (Rafia et al., 2025). However, no study to date has specifically examined how a government special library adapts its service management when confronted with general users whose needs extend beyond the institution's core mission. Isnaini and Erlianti (2026) note that global research trends in special libraries during 2020-2024 have shifted significantly, yet the dimension of managerial adaptation toward heterogeneous users remains largely overlooked in the academic literature. At a broader scale, studies of government special library management have generally focused on parliamentary institutional repositories (Faridan & Laksmi, 2025) or Islamic-based libraries (Batubara et al., 2026), without addressing the dimension of organic adaptation to heterogeneous users. This study aims to fill that gap by analyzing the organic adaptation of service policy carried out by MPN amid the absence of a formal written foundation.

The urgency of this research is reinforced by field findings that reveal a genuine policy gap. MPN librarians acknowledge that, in formal documentation, no written policy governs services for general users. This fact creates a condition in which service adaptation proceeds organically and from the bottom up, driven by librarians' own initiative in responding to field needs rather than by strategic policy design at the leadership level. This organic adaptation is reflected in a range of managerial innovations: area-based membership policies, differentiated book-loan limits for final-year students, and the provision of the Komala Room to accommodate students' group discussion needs.

In the organizational management literature, special libraries are defined as information institutions established by organizations, government agencies, or private companies to meet the specific information needs of the staff or members of their parent organization (Tambunan, 2005). Their key distinguishing characteristic, compared with other library types, is a collection focus that runs deep on a particular subject together with services personalized to internal users' needs. Isnaini and Erlianti (2026) note that global research trends on special libraries during 2020-2024

show a shift from a mere document-provider role toward a more strategic role within the research and innovation ecosystem, requiring special libraries to become more responsive to technological change and external organizational dynamics (Djaenudin & Trianggoro, 2020). Crawford Barniskis (2016) further demonstrates that a library's mission statement is not merely an administrative document but a rhetorical construct that determines who is entitled to be served, making the presence or absence of an inclusive mission statement a determining variable for information access among user groups outside an institution's core mandate.

Service management in government special libraries involves tight coordination of resources to achieve both bureaucratic efficiency and user satisfaction. Faridan and Laksmi (2025) emphasize the importance of clear work procedures and instructions as an information-audit instrument for determining service quality. In government institutions, service management must often align with national policy and public service standards set by the parent agency. The information needs of users in a heterogeneous environment are layered and varied, ranging from academics' needs for scholarly journals and reference books, to students' needs for printed materials for their theses, to administrative staff's needs for operational information (Tinangon et al., 2025). These findings reinforce the argument that libraries serving heterogeneous users, such as MPN, must be able to develop service strategies responsive to the diversity of their user profiles. Service optimization can also be pursued by strengthening literacy and disseminating authoritative information that supports institutional credibility (Batubara et al., 2026).

Within the organizational management literature, the phenomenon occurring at MPN can be conceptualized as mission drift, a condition in which an organization's activities visibly move beyond the boundaries of its institutional mandate. Grimes et al. (2019) argue that mission drift is not inherently a strategic failure; in complex and dynamic environments, such shifts can in fact serve as an essential adaptive mechanism for organizational survival. What distinguishes destructive drift from adaptive drift is the presence, or absence, of institutional awareness and a structured managerial response. Bennett and Savani (2011) find that institutions operating under government pressure frequently experience drift that is organic in nature and unaccompanied by a structured managerial response, a pattern directly relevant to understanding MPN's position as a special library that *de facto* performs a public-library function without an adequate formal policy umbrella.

Collection development lies at the heart of library management and is ideally guided by a written policy to avoid inconsistent decision-making (Novianto, 2021). Novianto (2021) asserts that collection development policy must proceed consistently through a cycle of formulation, implementation, and evaluation. Rosalia et al. (2024) further specify that effective collection development requires six sequential and consistent stages: user analysis, stakeholder engagement, collection selection, acquisition, weeding, and evaluation. In practice, however, many libraries in Indonesia still operate without a written collection development policy, which often results in acquisition processes that fail to reflect users' actual needs (Sasmita & Primadesi, 2013). A formal policy is crucial for balancing an organization's core collection with supplementary collection needs (Iswanto, 2017); the National Library of Korea, for example, illustrates how clarity in selection criteria, budgeting, and weeding is key to the quality of information services (Daulay & Rohayanti, 2021).

Information access policy in libraries is strongly shaped by internal regulations governing who is entitled to use their services (Muhaemin, 2024). In highly specialized special libraries, social inclusion is implemented through precise identification of user needs so that services can

benefit the wider public without disregarding institutional boundaries (Susilo & Noeraida, 2020). This concept of social inclusion pushes libraries to dismantle physical and procedural barriers for

diverse user groups (Muthia & Fauziah, 2024), in service of building a knowledge society (Hamida & Sein, 2023). A library's capacity to innovate in access service strategy, including through user segmentation and channel diversification, has proven effective in sustaining public service functions even under less-than-ideal operating conditions (Komariah & Ratih, 2021).

Interior design and the physical comfort of library spaces, including lighting and air circulation, have a direct bearing on user behavior and visit duration (Rafia et al., 2025). Space adaptation in libraries is frequently carried out through zoning that accommodates a range of activities, from quiet areas for independent study to spaces for group discussion (Haryono & Cahyono, 2020). In library environments that also function as historical monuments or museums, spatial planning must balance the conservation of the historical collection with a public service function that remains comfortable for contemporary visitors (Rafia et al., 2025). The availability of collaborative space reflects an institutional response to a shift in user behavior, away from passive individual reading and toward collaborative, project-based academic activity.

This article aims to analyze the service management strategies employed by the MPN Library in adapting to the needs of general users beyond its core mission. The analysis focuses on four principal dimensions: access policy, collection development, spatial zoning, and the handling of user behavior. Through a descriptive-evaluative qualitative approach, this study is intended to offer a reference model for other government special libraries navigating the tension between institutional mandates and field-level public service demands. At the global scale, Pauget and Wald (2024) map how library ecosystems as a whole are undergoing reconfiguration in response to rapid social and technological change, lending relevance to local studies such as this one as an empirical contribution to a broader understanding of institutional library adaptation.

Method

This study employs a qualitative approach of the descriptive-evaluative type. A qualitative approach was chosen because the study seeks to explore, understand, and describe in depth the phenomenon of managerial tension and organic service adaptation in the field (Creswell & Poth, 2018). The evaluative dimension is used to assess the effectiveness of the adaptive policy measures that this special library has implemented in responding to the surge of general users whose needs extend beyond the institution's core mission.

The research site is the Monumen Pers Nasional (MPN) Library in Surakarta, a Technical Implementation Unit (UPT) under the Ministry of Communication and Digital Affairs of the Republic of Indonesia. Primary field data collection was completed in May 2026. Informants were selected using purposive sampling, deliberately choosing sources based on their level of information mastery, managerial authority, and direct involvement in the library's daily operations. The key informants in this study were Febriyani, Junior Librarian, and Laila, First-Class Librarian.

Although the number of informants was limited to two, this decision was grounded in the key-informant principle in qualitative research, which prioritizes the quality and depth of information over the quantity of sources (Creswell & Poth, 2018). Febriyani and Laila were the only functional library staff among a total of 38 civil servants (ASN) assigned to MPN, giving both of them full authority and comprehensive command over every operational dimension relevant to this study's focus. The limited number of informants was compensated for through rigorous source triangulation, cross-checking interview data against participatory observation

results and MPN's official internal documents, so that the validity of the findings did not rest on a single data source.

Primary data were collected through participatory observation of service dynamics and semi-structured in-depth interviews with informants. Secondary data were obtained from documentary study, including a review of the 2025 Performance Report of Monumen Pers Nasional and the archive of collection-acquisition proposals. Data collection and categorization focused on four principal dimensions of service adaptation: (1) adaptation of cross-regional access and membership policy; (2) adaptation of non-press supplementary collection development policy; (3) adaptation of physical space zoning; and (4) adaptation in handling heterogeneous user behavior.

Data were analyzed using the Miles and Huberman interactive model, comprising three operational stages: data reduction, data display, and conclusion drawing (Miles et al., 2014). In the data reduction stage, transcripts of in-depth interviews with the two informants, Febriyani and Laila, together with field observation notes from May 2026, were systematically sorted. This sorting process involved coding segments of speech and notes related to three main analytical themes: (1) user segmentation mechanisms, (2) participation-based collection development practices, and (3) the absence of public-service policy documentation. Segments not directly related to these three themes were excluded from the analytic corpus to maintain focus.

In the data display stage, findings from each analytical theme were arranged into a descriptive-analytic narrative that directly links field data with theoretical concepts. This stage allows the organic adaptation patterns that are implicit in librarians' daily practice to become explicit and academically arguable. Conclusions were drawn by comparing these empirical findings on organic adaptation with standard special library management theory, producing a critical evaluation of MPN Library's governance. To ensure the validity of the findings, this study applied source triangulation by cross-checking interview data, direct observation results, and MPN's official documents, including monthly visitation data and the QR Code-based collection-suggestion mechanism, so that the resulting conclusions did not rest on a single source.

Results and discussions

Institutional Profile and Status: A Public-Service Anomaly within a Special Library

The MPN Library holds the status of a Technical Implementation Unit (UPT) under the Ministry of Communication and Digital Affairs of the Republic of Indonesia. As a government special library, MPN was in essence established to support the ministry's core duties and functions, particularly the preservation of press and communication history. According to Faridan and Laksmi (2025), libraries within ministerial environments are generally driven by tightly structured instructions, formal work procedures, and national policy targets.

Field realities, however, reveal a significant functional anomaly. MPN operates much like an inclusive public library. Internal visitation data show approximately 1,200 users per month, a figure separate from the overall monument visitation count (Monumen Pers Nasional, 2025). The majority of these visitors are not ministry employees or press researchers but rather university students, school pupils, and members of the general public from Surakarta and its surrounding areas. Ironically, the library is staffed by only two librarians out of a total of 38 civil servants (ASN) assigned to MPN.

This heavy public-service burden is not matched by an adequate internal legal framework. Confirmation from Laila, First-Class Librarian, reinforces this regulatory gap. In an interview conducted in May 2026, Laila stated that the library has no formal document governing services for general users; however, because the library has functioned as a supplementary service open to visitors since Monpers first opened, its direction of development has adjusted organically.

This statement confirms that service adaptation at MPN is organic and bottom-up, driven by librarians' initiative in directly responding to field needs rather than by strategic policy design at the leadership level. This condition parallels the findings of Djaenudin and Trianggoro (2020) regarding special library service innovation, which frequently originates from external pressure rather than from structured internal planning.

Adaptation of Access and Membership Policy

To manage the heterogeneity of general users without abandoning the caution appropriate to a government special library, MPN applies a tactical stratification of access. The membership registration process is differentiated by geographic location and academic status. Members of the public holding an identity card (KTP) from the Greater Solo (Solo Raya) area may register directly, while those from outside the region are required to submit a student identity card (KTM) and a letter of introduction from their campus.

Although registration still requires an in-person visit, a potential access barrier in the digital era, this policy functions as a security filter to mitigate the risk of collection loss by visitors from outside the city. The most notable managerial innovation in this dimension is the differentiation of loan quotas. In general, users are permitted to borrow 2 books for a period of 2 weeks; however, final-year students are granted an increased quota of 4 books per 2 weeks. This measure represents genuine social inclusion (Susilo & Noeraida, 2020), whereby the library proactively facilitates the academic needs of a vulnerable group beyond the standard service limits.

This kind of access-stratification policy is also consistent with the principle of social inclusion formulated by Muthia and Fauziah (2024), dismantling procedural barriers for diverse user groups without disregarding the security of the institution's collection. A library's capacity to continuously innovate its service strategy, including differentiating access mechanisms for diverse users, is an adaptive response proven effective even under limited operational conditions. Komariah and Ratih (2021) show that libraries able to flexibly adjust their service strategies, including through user segmentation and access-channel diversification, succeed in sustaining public service functions without compromising the integrity of the institution's collection. MPN has technically been supported by the SLiMS automation system since 2010, although the independent member login feature has not yet been fully activated, a gap that hampers service efficiency in the digital era.

Adaptation of Collection Development Policy

In terms of collection development, MPN faces a dilemma between preserving its identity through its press collection and responding to the majority of general users who seek diverse literature. Ideally, collection development is guided by a written document detailing the direction of both acquisition and weeding (Novianto, 2021). Rosalia et al. (2024) affirm that an effective collection development process requires six sequential and consistent stages: user analysis, stakeholder engagement, collection selection, acquisition, weeding, and evaluation. In MPN's

context, the QR Code mechanism used to collect user suggestions can be viewed as a form of adaptive community analysis, although it has not yet been integrated into a formal, documented collection development cycle. In response to the absence of such a formal document, MPN pursues a dual-track balancing strategy.

First, institutional identity is maintained through routine annual acquisitions of thematic collections sent by the Press Council (Dewan Pers), which consistently reinforce the press and communication focus. Second, to respond to the needs of general users, MPN applies a participatory, public-based book-suggestion mechanism through a QR Code linked to a Google Form. A total of 51 book-title suggestions from users have been recorded, of which approximately 80% have been realized in the acquisition of non-press supplementary collections (Monumen Pers Nasional, 2025).

This QR Code method is effective in capturing contemporary literature needs anonymously and participatorily. Unfortunately, because the form does not collect personal identity information, the library loses the opportunity to give feedback to a requester once their suggested book becomes available. This condition reflects a gap between strong demand-sensing innovation and an as-yet unbuilt feedback loop. Collection development practice without a written policy of this kind has long been identified as a systemic weakness in library management in Indonesia (Sasmita & Primadesi, 2013; Iswanto, 2017), and MPN has not yet fully broken free of this pattern.

Adaptation of Space and Zoning Policy

Changes in visitor demographics have also pushed MPN to reorganize its physical space. Given that the majority of users are students who need collaborative space, MPN has responded by repurposing the Komala Room as a group discussion area. This zoning decision is critical because MPN sits within a historical heritage monument complex, where spatial arrangement must be handled with extra care to preserve the comfort of regular visitors amid group noise, without compromising the building's conservation function (Rafia et al., 2025).

The availability of the Komala Room demonstrates that MPN's management is attuned to the shift in modern user behavior, from simply coming to read individually toward collaborative, project-based academic activity. This kind of zoning adaptation is consistent with the findings of Haryono and Cahyono (2020) on the implementation of library space policy, which must accommodate a range of activities simultaneously. In the context of a special library bearing the burden of general users, functional zoning is not merely an interior design choice but a managerial instrument that shapes the overall quality of the user experience.

Table 1. Summary of Service Adaptation Dimensions at the MPN Surakarta Library

Adaptation Dimension	Mechanism	Outcome / Indicator
Access & Membership Policy	Differentiated membership requirements: Greater Solo KTP holders register directly; those from outside the region require a KTM and a campus letter of introduction. Loan-quota segmentation: general users 2 books/2 weeks; final-year students 4 books/2 weeks.	Controlled inclusive access; mitigated risk of collection loss; facilitated the academic needs of final-year students.
Collection Development	Two tracks: (1) annual thematic shipments from the Press Council for the press collection; (2) public suggestions via QR	51 suggestions received; ~80% realized. General users' needs captured participatorily and anonymously.

Adaptation Dimension	Mechanism	Outcome / Indicator
	Code → Google Form for non-press supplementary collections.	
Space & Facility Zoning	Repurposing of the Komala Room as a group discussion area. Provision of Wi-Fi (2 codes, 6 digits). SLiMS active since ~2010.	Accommodated students' collaborative behavior; preserved comfort for regular visitors; more efficient digital collection search.
Handling of Heterogeneous Users	Proactive service by 2 librarians for ~1,200 visits/month without a formal written policy; adaptation based on librarian initiative (organic, bottom-up).	Service remained consistent and responsive despite the absence of a documented internal regulatory foundation.

Source: Field data analysis, May 2026.

Evaluation of Adaptation Effectiveness

The most critical gap identified in this study is the absence of a written policy document providing an umbrella for the proportion of public services at MPN. As long as service to approximately 1,200 visitors per month rests solely on tradition passed down informally among librarians, that service remains vulnerable to decline should UPT leadership change to someone who adheres strictly to formal ministerial regulation. This condition parallels Muhaemin's (2024) warning that library policy lacking formal documentation risks unintentionally creating inequitable information access in the future. The issue is further compounded by the absence of an adequate evaluation instrument. Botha et al. (2009) caution that a high visitation figure does not by itself prove meaningful service impact. Without a standardized evaluation instrument, MPN struggles to academically demonstrate the added value of the organic adaptation it has implemented, a weakness that can only be addressed through policy formalization.

From an organizational-sustainability perspective, reliance on individual institutional memory rather than a documentation system constitutes a significant point of fragility. Susilo and Noeraida (2020) assert that the sustainability of public information services requires standard operating procedures that are written and can be passed down across generations of leadership. Without such an instrument, the bureaucratic risks facing MPN are layered: at the operational level, librarian turnover risks erasing the tacit knowledge underlying the currently effective user-segmentation mechanism; at the policy level, direction from a new UPT leader who adheres strictly to the Ministerial Regulation on the UPT's core duties could immediately narrow, or even close, access to services for general users, with no procedurally challengeable basis for such a refusal.

Within the UPT system under a ministry, several realistic policy instruments could be formulated without requiring revision of ministry-level regulation. First, a Standard Operating Procedure (SOP) for General User Services ratified by the Head of the MPN UPT, a document that need only exist at the internal level yet would carry binding force for all staff. Second, inserting a clause stating that “library services are open to the general public” into the UPT's Annual Work Plan (Rencana Kerja Tahunan/RKT), so that public service has a measurable and evaluable planning umbrella. Third, formalizing the currently informal QR Code-based collection-suggestion mechanism as part of a documented collection development procedure, in line with the principle of user participation in collection management (Novianto, 2021). These steps do not require major structural change, yet they could significantly strengthen the institutional resilience of a service that has already proven beneficial to the community.

Table 2. Recommended Policy Instruments for Formalizing MPN's Public Service

Policy Instrument	Document Form	Benefit for MPN
SOP for General User Services	Internal document ratified by the Head of the MPN UPT; binding for all staff.	Passes tacit knowledge across generations of librarians; prevents service discontinuity from staff turnover.
Public Service Clause in the RKT	Insertion of the clause “library services are open to the general public” into the UPT's Annual Work Plan.	Provides a measurable, evaluable planning umbrella; protects the service from mandate-narrowing by new leadership.
Formalization of the QR Code Procedure	The QR Code collection-suggestion mechanism established as an official part of the documented collection development procedure.	Integrates demand sensing into the formal collection development cycle; opens the possibility of a feedback loop to requesters.

Source: Research findings analysis, 2026.

This view is reinforced by Dewi (2024), who explains that the main challenge of collection development in the digital era relates not only to the size of a collection but also to a library's capacity to adjust to changing user behavior and needs that are increasingly technology-oriented. Accordingly, this study's findings indicate that MPN Library needs to develop a more responsive, user-needs-based collection development strategy, one that involves relevant stakeholders in the selection process and increases investment in digital collections capable of providing broader, more up-to-date access for its diverse user base.

Conclusion

The Monumen Pers Nasional (MPN) Library in Surakarta has developed an organic service adaptation model that responds to the managerial tension between its core mission as a government special library and the reality of high visitation rates among general users. This strategic adaptation has been implemented in a structured manner across four principal dimensions. In the access dimension, differentiated membership requirements based on region and segmented loan limits for final-year students represent a logical managerial innovation with strong potential for replication by similar special libraries. In the collection dimension, the strategy of preserving a thematic press focus through synergy with the Press Council while accommodating supplementary collection acquisition through participatory, QR Code-based public suggestions has proven to be a realistic model for special libraries operating under a state-budget (APBN) funding scheme. In the space dimension, repurposing the Komala Room has successfully addressed the shift in user behavior toward academic collaboration without compromising the comfort of regular visitors or the monument's preservation function.

Although the operational effectiveness of these adaptations is evident in the field, a critical gap remains: the absence of a written policy document that explicitly governs the balance between the library's special mission and its public service role. This absence of an internal legal foundation leaves the direction of service vulnerable to changes in bureaucratic leadership and complicates systematic evaluation of user satisfaction. The findings of this case study on adaptation at the MPN Library contribute a reference model for other government special libraries facing similar pressure to diversify their services for heterogeneous users beyond their institutional mandate, without having to compromise their original identity.

References

- Batubara, R. R., Fedian, I., Siregar, E. D., Hutasuht, M. M., Maslianis, Wulandari, D., & Shalihah. (2026). Optimalisasi pengelolaan perpustakaan sebagai pusat literasi dan informasi keislaman (Studi di Perpustakaan MUI Sumatera Utara). *Jurnal Manajemen dan Pendidikan Agama Islam*, 4(2), 43–54. <https://doi.org/10.61132/jmpai.v4i2.1890>
- Bennett, R., & Savani, S. (2011). Surviving mission drift: How charities can turn dependence on government contract funding to their own advantage. *Nonprofit Management and Leadership*, 22(2), 217–231. <https://doi.org/10.1002/nml.20050>
- Botha, E., Erasmus, R., & Van Deventer, M. (2009). Evaluating the impact of a special library and information service. *Journal of Librarianship and Information Science*, 41(2), 108–123. <https://doi.org/10.1177/0961000609102833>
- Cahyani, M. G. (2023). Sejarah perkembangan pers dan pemanfaatan museum pers nasional sebagai media pembelajaran sejarah masa pergerakan nasional. *JEJAK: Jurnal Pendidikan Sejarah & Sejarah*, 3(1), 27–39. <https://doi.org/10.22437/jejak.v3i1.24651>
- Crawford Barniskis, S. (2016). Deconstructing the mission: A critical content analysis of public library mission statements. *The Library Quarterly*, 86(2), 135–152. <https://doi.org/10.1086/685403>
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.
- Daulay, N. S., & Rohayanti, S. (2021). Kebijakan pengembangan koleksi perpustakaan nasional di Korea. *Bibliotech: Jurnal Ilmu Perpustakaan dan Informasi*, 6(1), 15–30.
- Djaenudin, M., & Trianggoro, C. (2020). Inovasi layanan perpustakaan khusus dalam ekosistem e-research dalam mendukung open science: Studi kasus Perpustakaan PDDI LIPI. *Al-Maktabah*, 19, 1–15.
- Faridan, R., & Laksmi. (2025). Audit informasi terhadap layanan repositori institusi Perpustakaan DPR RI. *Media Informasi*, 34(1). <https://doi.org/10.22146/mi.v34i1.20015>
- Grimes, M. G., Williams, T. A., & Zhao, E. Y. (2019). Anchors aweigh: The sources, variety, and challenges of mission drift. *Academy of Management Review*, 44(4), 819–845. <https://doi.org/10.5465/amr.2017.0254>
- Hamida, N. A., & Sein, L. H. (2023). Transformasi perpustakaan berbasis inklusi sosial untuk menciptakan knowledge society. *Pustakaloka*, 15(1), 153–173. <https://doi.org/10.21154/pustakaloka.v15i1.5808>
- Haryono, B. S., & Cahyono, T. Y. (2020). Implementasi kebijakan standar nasional perpustakaan perguruan tinggi di Perpustakaan Universitas Negeri Malang. *BACA: Jurnal Dokumentasi dan Informasi*, 41(2), 179–190. <https://doi.org/10.14203/j.baca.v41i2.640>
- Isnaini, K., & Erlianti, G. (2026). Pemetaan tren global penelitian perpustakaan khusus periode 2020–2024: Analisis bibliometrik berbasis Scopus. *Jurnal Pustaka Budaya*, 13(1).
- Iswanto, R. (2017). Kebijakan pengembangan koleksi dan pemanfaatannya di perpustakaan perguruan tinggi. *Tik Ilmeu*, 1(1), 1–17.
- Komariah, N., & Ratih, K. (2021). Strategi layanan pada Dinas Perpustakaan dan Kearsipan (DISPUSIPDA) Jawa Barat di masa pandemi COVID-19. *Tik Ilmeu: Jurnal Ilmu Perpustakaan dan Informasi*, 6(1), 19–32. <https://doi.org/10.29240/tik.v6i1.3474>
- Mahmudi, I., & Rahmawati, N. H. (2023). Pelestarian koleksi koran kuno Monumen Pers Nasional. *Shaut Al-Maktabah: Jurnal Perpustakaan, Arsip dan Dokumentasi*, 15(2), 165–180. <https://doi.org/10.37108/shaut.v15i2.1165>
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.). SAGE Publications.
- Monumen Pers Nasional. (2025). *Laporan kinerja Monumen Pers Nasional 2025*. Kementerian Komunikasi dan Digital RI.
- Muhaemin. (2024). Pengaruh kebijakan perpustakaan terhadap akses informasi: Studi bibliometrik. *Media Pustakawan*, 31(1). <https://doi.org/10.37014/medpus.v31i1.5147>
- Muthia, N., & Fauziah, K. (2024). Layanan berbasis inklusi sosial untuk penyandang disabilitas di Perpustakaan Kota Bogor. *BACA: Jurnal Dokumentasi dan Informasi*, 45(2).

<https://doi.org/10.55981/j.baca.2024.5699>

- Novianto, A. Q. (2021). Kebijakan pengembangan koleksi perpustakaan: Formulasi, implementasi hingga evaluasi. *Shaut Al-Maktabah: Jurnal Perpustakaan, Arsip dan Dokumentasi*, 13(2). <https://doi.org/10.37108/shaut.v13i2.492>
- Pauget, B., & Wald, A. (2024). Changes in the organizational field of libraries in 2030. *Futures*, 155, Article 103278. <https://doi.org/10.1016/j.futures.2024.103278>
- Rafia, I., Paradita, D. S., & Rifai, D. M. (2025). Pencahayaan dan penghawaan ruang perpustakaan di Monumen Pers Nasional Surakarta: Implikasi bagi pengelolaan dan kenyamanan pengguna. *Jurnal Desain*, 13(1), 1–16. <https://doi.org/10.30998/jd.v13i1.34>
- Rosalia, D. R., Zulaikha, S. R., & Sari, K. P. (2024). Alur tahapan pengembangan koleksi pada Perpustakaan Sekolah Tinggi Ilmu Kesehatan Hamzar Lombok Timur, NTB. *Jurnal Pustaka Budaya*, 11(2), 99–108.
- Sa'idah, Z., & Mutaqin, H. B. (2023). Transformasi komunikasi layanan publik melalui optimalisasi e-paper di Monumen Pers Nasional Surakarta. *Commentate: Journal of Communication Management*, 4(2), 184–196. <https://doi.org/10.37535/103004220237>
- Sasmita, E., & Primadesi, Y. (2013). Kebijakan pengembangan koleksi terbitan berkala di Perpustakaan Fakultas Ilmu Budaya Universitas Andalas. *Jurnal Ilmu Informasi Perpustakaan dan Kearsipan*, 2(1).
- Susilo, H., & Noeraida. (2020). Identifikasi kebutuhan layanan Perpustakaan Sains dan Teknologi Nuklir berbasis inklusi sosial. *Jurnal Pustakawan Indonesia*, 20(2).
- Tambunan, K. (2005). Kajian perpustakaan khusus dan sumber informasi di Indonesia. *BACA: Jurnal Dokumentasi dan Informasi*.
- Tinangon, H. A., Fahriyah, & Prakoso, B. (2025). Scientific information of higher education: Analysis of scientific information needs of academics of the STIKES Gunung Maria. *Jurnal Perpustakaan Universitas Airlangga*, 15(1), 11–17. <https://doi.org/10.20473/jpua.v15i1.2025.11-17>