

Implementation Of National Standards For University Libraries (SNP-PT) Based On Accreditation: In The Supporting Unit (UPA) Library Of Tadulako University

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ABSTRACT

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This study aims to identify and describe the achievement of implementing the Accreditation-Based National Standards for University Libraries (SNP-PT) at the Library Supporting Unit (UPA) of Tadulako University. The research employed a mixed-method approach, combining qualitative and quantitative methods through observation, interviews, and self-assessment accreditation related to implementing SNP-PT at UPA Library. The data consisted of accreditation scores for each component of the SNP-PT. The collection standard scored 4.4% across 18 assessment aspects, categorized as good. The facilities and infrastructure standard scored 9.20 (92.0%) in 15 aspects, which was categorized as excellent. The service standard reached 16.53 (82.7%) in 15 aspects, which was categorized as good. The human resources standard scored 13.90 (92.0%) in 10 aspects, which was categorized as excellent. The library management standard achieved 7.78 (77.8%) in 9 aspects, which was categorized as good. The administration standard scored 13.00 (86.7%) from 6 indicators, categorized as good. The innovation and creativity standard reached 4.20 (84.7%) in 5 aspects, which was categorized as good. However, the reading interest standard and the community literacy development index scored 2.75 (55.0%) from 4 aspects, categorized as poor or below standard.

Keywords: Policy Implementation, Accreditation-Based SNP-PT Policy, UPA Library Tadulako University

INTRODUCTION

Higher education serves as a platform for developing science and technology (IPTEKS) at all levels and pathways, with the primary function of producing human resources (HR) capable of applying and contributing to knowledge as centers of expertise. Therefore, universities must produce high-quality graduates aligned with market demands and competitive advantages. In fulfilling this role, libraries support universities as knowledge and information centers (Lu & Jimei, 2024; Santos-Hermosa, 2024; Ugwu & Onyancha, 2019). Libraries function as academic support units by providing access to recorded information relevant to the needs of their parent institutions (Lo & Stark, 2021; Mishra et al., 2021; Thompson & Muir, 2020).

The management and operation of university libraries must prioritize user needs (academic community), ensuring excellent user-oriented services. This necessity drives the development of university libraries through a hybrid model, integrating both conventional and digital library systems (De Groote & Scoulas, 2021; Hull et al., 2024; Jomsri et al., 2023).

University libraries play a strategic role in supporting the implementation of the tri dharma of higher education, research, and community service (Klain Gabbay & Shoham, 2019; Laskowski, 2021). Library management is guided by national standards and best practices in information management to ensure access to relevant and high-quality academic resources (Abdullayeva, 2024; Ducas et al., 2020; Kang & Sinn, 2024).

In 2023, the UPA Library of Tadulako University conducted an accreditation process based on applicable national standards, utilizing specific accreditation instruments designed to assess service quality and library management

(Mahmood et al., 2021; Poll, 2024). Since 2019, the UPA Library has consistently implemented organizational performance evaluations as part of its quality management system. These evaluations aim to foster continuous quality improvement, establish priorities for enhancing work culture, and serve as a tool for institutional reflection and self-assessment (Hu et al., 2024; Iqbal et al., 2024; Javed & Alenezi, 2023).

The application of management principles in library operations encompasses systematic and structured planning, organizing, executing, controlling, and risk management processes. Accreditation is a critical tool for evaluating the effectiveness of standard implementation while promoting continuous improvement in services and management, thereby optimally supporting institutional objectives (Cowell, 2021; Guimaraes et al., 2021).

Previous studies indicate that adopting standardized frameworks ensures the quality of library operations, fostering high-quality services and management. Furthermore, expanding quality assurance systems is essential to address international demands and dynamics, ensuring that libraries remain relevant and competitive in the globalization era (Noh, 2022; Shropshire et al., 2020).

The UPA Library of Tadulako University has implemented the Accreditation-Based National Standards for University Libraries (SNP-PT), covering collections, facilities and infrastructure, services, human resources, administration, and management. Additionally, based on Regulation No. 303/2022 by the National Library of Indonesia, three supplementary components were included: 1) innovation and creativity, 2) reading interest level, and 3) community literacy development index totaling nine components.

Despite achieving an "A" accreditation rating in 2023, several challenges persist in the implementation of SNP-PT policies. These include limited subscriptions to journals and scientific magazines aligned with study program needs, non-compliance of building size with established standards, and insufficient operational hours. Moreover, the number of librarians remains below the ideal ratio, the organizational structure inadequately supports IT management, and the library head is not part of the academic senate. Budgetary constraints further hinder effective service delivery.

Achievements in librarian performance, repository utilization, reading ambassador programs, and literacy activities also fall short of minimum standards. Technical issues within the repository system and limited academic community involvement present additional challenges in fostering a strong literacy culture. This study aims to evaluate and describe the level of implementation of the Accreditation-Based SNP-PT policies at the UPA Library of Tadulako University in 2024, providing a foundation for continuous improvement towards optimal standard compliance.

LITERATURE REVIEW

Public Policy Concept

Public policy refers to a series of actions undertaken by the government to address various societal issues, either directly or through established institutions. These policies are executed by public administration through structured bureaucratic mechanisms. Essentially, public policy encompasses all government decisions, actions, or inactions in response to issues of collective concern (Gülen, 2022; Miller & Keiser, 2021; Villamayor-Tomas et al., 2019).

Public policy also emerges from complex collective choices, where decisions to act or not act are based on the authority and responsibilities of governmental institutions across different administrative levels. These actions are deliberate and relatively stable, designed to solve specific problems or meet societal needs sustainably (Ege et al., 2023; Hossin et al., 2023; Natarajan, 2021).

Policy Implementation

The implementation of the Accreditation-Based National Standards for University Libraries (SNP-PT) is a strategic step to ensure high-quality library services within higher education institutions. Standardization plays a critical role in supporting the tri dharma of higher education: education, research, and community service. Achieving these objectives requires an effective and efficient library management system that optimizes all resources, including

infrastructure, facilities, and human capital (Duch & Falcó-Gimeno, 2022; Martzoukou, 2021; Rahman et al., 2022).

This policy implementation goes beyond administrative compliance; it fosters adaptive, responsive, and quality-oriented library services. Standardized management ensures consistent and high-quality service delivery, significantly strengthening literacy culture, enhancing information access, and supporting academic activities. Thus, the implementation of library standards becomes a vital instrument for driving sustainable service quality transformation (Asante & Ngulube, 2020; Kaba, 2021; Scott et al., 2023).

Stages of Policy Implementation

The policy implementation process begins with agenda-setting, identifying priority issues for resolution. This stage involves gathering, analyzing, and evaluating problems to determine which merit inclusion in the public agenda. Establishing an issue within the public agenda is crucial, as it allocates greater resources and attention compared to other problems. This process also involves dynamic interpretation and competing interests among stakeholders, ensuring that resulting policies are relevant to societal needs (Choi & Wong, 2024; Gofen et al., 2024; Hao et al., 2022).

Public policy formulation and implementation are complex, involving multiple variables, actors, and interrelated stages. Scholars typically divide this process into key phases: agenda-setting, policy formulation, policy adoption, implementation, and evaluation. Each stage plays a pivotal role in ensuring that policies are effectively and efficiently implemented. Given the multitude of societal challenges, this process demands precision to deliver targeted, socially adaptive, and sustainably impactful solutions (Croci et al., 2023; Lovell et al., 2023; Sowman & Sunde, 2021).

Van Meter and Van Horn Policy Implementation Model

The Van Meter and Van Horn policy implementation model offers a conceptual framework linking policy to performance through interrelated independent variables. This model emphasizes the integration of various aspects within the implementation process to achieve effective outcomes. Although it addresses factors individually, it provides guidance for policymakers and implementers in identifying areas for improvement to enhance policy effectiveness (Chriqui et al., 2023; Spink, 2024).

According to Van Meter and Van Horn, six key factors influence policy implementation success: policy standards and objectives, resources, organizational characteristics, inter-organizational communication, socio-economic and political conditions, and the disposition of implementers. Clear standards and objectives serve as benchmarks for program performance. Adequate resources—including budgets, personnel, technology, facilities, and community participation—are fundamental for optimal implementation. Additionally, effective organizational structures, strong leadership, competent human resources, community involvement, and robust monitoring systems are critical to successful policy execution (Geels et al., 2021; Giest, 2020).

Inter-organizational communication ensures coordination across planning, execution, evaluation, and reporting stages. External factors such as social, economic, and political environments, along with public and stakeholder support, also shape implementation dynamics. Lastly, the attitudes and motivations of implementers play a decisive role, where acceptance, loyalty, and individual commitment can either facilitate or hinder policy achievement. Comprehensive management of these six factors enhances policy implementation effectiveness and adaptability to field challenges (Wang et al., 2022; Yang et al., 2022).

University Library Management

University library management is a structured process of resource management aimed at achieving institutional goals, particularly in supporting the Accreditation-Based National Standards for University Libraries (SNP-PT). This concept can be understood through the POAC approach (Planning, Organizing, Actuating, and Controlling), which underscores the importance of each managerial function in ensuring effective and efficient library operations. Strategic planning involves designing policies and programs that align inputs, processes, and outcomes

with accreditation goals. Organizing focuses on structuring human resources, tools, authority, and responsibilities to create synergy in achieving set targets(Dei & Asante, 2022; Jadhav & Shenoy, 2022).

The actuating function emphasizes empowering all library resources to implement programs aligned with accreditation standards, ensuring active contribution towards institutional objectives. Finally, controlling plays a crucial role in monitoring and evaluating librarian performance and overall library operations. Effective control not only ensures compliance with work plans but also drives continuous improvement, enabling libraries to remain adaptive, competitive, and capable of delivering high-quality services in line with academic demands and national standards (Głowacka, 2019; Kissa et al., 2019).

RESEARCH METHODOLOGY

This study was conducted from December 2024 to May 2025 at the Library Supporting Unit (UPA) of Tadulako University (Untad). A mixed-methods approach was employed, integrating both qualitative and quantitative methods to obtain a comprehensive overview of the implementation of the Accreditation-Based National Standards for University Libraries (SNP-PT) (Barchas-Lichtenstein et al., 2020; Klain Gabbay & Shoham, 2019; Soicher et al., 2024). The primary focus of this research was to evaluate the extent to which these standards have been applied within the UPA Library environment.

Data was collected using three main techniques: surveys, in-depth interviews, and document analysis. The survey aimed to measure respondents' perceptions and understanding regarding SNP-PT implementation. In-depth interviews with key informants were conducted to gather detailed insights and obtain valid, contextual data. Document analysis involved reviewing official documents such as standard operating procedures (SOPs) for each unit, visitor and service statistics, performance reports, collection development records, and other relevant materials supporting the analysis of library accreditation policy implementation(Bougherira & Elasmara, 2023; Shannon et al., 2024; Taylor & Simon, 2024).

Data analysis followed the stages outlined by Miles and Huberman, beginning with data collection, followed by data condensation to summarize key information, then presenting the data in a structured format to facilitate interpretation, and concluding with drawing inferences (Asim et al., 2023; Atuase & Maluleka, 2023). This approach enabled the researchers to identify patterns, relationships, and key findings relevant to the study's objectives, ensuring that the analysis provided an accurate depiction of the effectiveness of SNP-PT implementation at the UPA Library of Tadulako University(Granikov et al., 2020; Kodua-Ntim & Fombad, 2020).

RESULTS AND DISCUSSION

Based on the Accreditation-Based National Standards for University Libraries (SNP-PT), which comprise nine standards as previously outlined , an evaluation was conducted through an accreditation assessment involving documented evidence and the actual conditions of the library during the assessment period. The percentage of policy implementation achievement is presented in Table 1.

Table 1. Percentage of SNP-PT Accreditation-Based Assessment UPA Library Tadulako University

No	Component	Weight	Score	Percentage (%)
1	Collections	15	12.67	84.4
2	Facilities and Infrastructure	10	9.20	92.0
3	Library Services	15	16.53	82.7
4	Library Human Resources	15	13.80	92.0
5	Administration	10	7.78	77.8
6	Management	15	13.00	86.7
7	Innovation and Creativity	5	4.20	84.7
8	Reading Interest Level	5	2.75	55.0
9	Community Literacy Development Index	5	2.75	55.0
Total		100	82.68	82.7

Source: UPA Library Tadulako University Self-Accreditation Results, 2024

Library Collection Standards

The development of university library collections must adhere to established standards covering policies, surveys, types, quantities, processing, and maintenance. High-quality collections are essential in supporting the tri dharma of higher education. As stipulated in National Library Regulation No. 13 of 2017 (Table 2), there are 18 standard components governing university library collections.

Table 2. Achievement of Library Collection Standards

No	Assessment Aspect	Grade	Score
1	Collection development policy	B	4
2	Policy implementation	B	4
3	Number of user needs surveys	D	2
4	Number of printed collections including references	A	5
5	Types of reference collections	A	5
6	Types of printed scientific journals	B	4
7	Number of local content in repository	B	4
8	Percentage of collection additions	B	4
9	Percentage of printed book collections	B	4
10	Availability of e-books	A	5
11	Average number of electronic journals	A	5
12	Number of subscribed electronic databases	A	5
13	Collection organization policy	A	5
14	Implementation of organization standards/guidelines	B	4
15	Collection processing automation	A	5
16	Collection inventory control	C	3
17	Regular collection weeding	B	4
18	Preservation and book repair activities	B	4

Source: UPA Library Tadulako University Self-Accreditation Results, 2024

Based on Table 1, the UPA Library of Tadulako University has demonstrated positive achievements in implementing the Accreditation-Based National Standards for University Libraries (SNP-PT). For the collection component, which consists of 18 aspects, the implementation reached a score of 12.67 or 84.4%, categorized as good. High-quality collections are a critical element in supporting education, research, and community service. Therefore, the outcome of this policy implementation should be reflected in optimal library service quality, directly contributing to the academic excellence of the university.

The success of policy implementation is not solely determined by collection quality but also depends on the availability of supporting resources. Key factors include an adequate number of librarians, sufficient operational budgets, and the effective use of technology to identify and meet user needs. The synergy between collection quality and resource optimization is essential to achieving the strategic objectives of the library as a high-standard information and knowledge service center (Adler, 2024; Hamad et al., 2022; Rafi et al., 2020).

Facilities and Infrastructure Standards

Library buildings and facilities must be carefully designed, considering strategic location and compliance with Indonesian National Standards (SNI) to ensure safety, comfort, and an elegant environment for both visitors and librarians. Adequate facilities and resources are essential to support effective policy implementation. There are 15 indicators within the facilities and infrastructure standards for university libraries, as shown in Table 3.

Table 3. Achievement of Facilities and Infrastructure Standards

No	Assessment Aspect	Grade	Score
1	Library building area for over 20,000 students	C	3
2	Ownership status and building design	A	5
3	Number of shelves for printed collections over 30,000 items	A	5
4	Number of journal racks	A	5
5	Display racks for new books	B	4
6	Availability of multimedia equipment	A	5
7	User service facilities	A	5
8	Number of reading tables and chairs	B	4
9	Number of notice boards (traditional and digital)	A	5
10	Percentage of computer equipment and library staff	B	4
11	Number of computers available for users	B	4
12	Internet bandwidth capacity	A	5
13	Availability of building and library facilities	A	5
14	Public facilities	A	5
15	Availability of library signage	A	5

Source: UPA Library Tadulako University Self-Accreditation Results, 2024

Referring to Table 3, the implementation of facilities and infrastructure standards at the UPA Library of Tadulako University has fulfilled all 15 required indicators, achieving a score of 9.20 or 92.0%, categorized as excellent.

Library Service Standards

Library services are a form of public service, measured by the satisfaction of the academic community. Therefore, effectiveness and efficiency in service delivery are critical benchmarks for university libraries. The UPA Library has implemented the SNP-PT accreditation-based policy through 15 service indicators, as detailed in Table 4.

Table 4. Achievement of Library Service Standards

No	Assessment Aspect	Grade	Score
1	Types of library services	A	5
2	Types of reference services provided	D	2
3	Service improvement activities	A	5
4	Library opening hours	A	5
5	Circulation service system	A	5
6	Information access system to collections	A	5
7	Library website features	A	5
8	Membership procedures	C	3
9	Average number of visitors	A	5
10	Percentage of faculty and staff visitors	C	3
11	Total online visitors per month	C	3
12	Average annual book loans	A	5
13	Types of promotional activities (print and electronic)	C	3
14	Total promotional activities per year	C	3
15	Library's role in reducing plagiarism	A	5

Source: UPA Library Tadulako University Self-Accreditation Results, 2024

Based on Table 4, the UPA Library has successfully implemented the SNP-PT service standards, achieving a score of 16.53 or 82.7%, categorized as good. A critical aspect of this assessment is the reference service, which provides guidance and assistance to users in accessing necessary information. This service ensures that the library not only

offers collections but also empowers users to utilize information resources effectively and efficiently. This achievement reflects UPA Library's commitment to enhancing service quality in line with accreditation standards..

Library Human Resources Standards

Librarians represent a critical factor in the successful implementation of public policy. The effectiveness of SNP-PT accreditation-based policy implementation heavily depends on the availability, qualifications, and experience of library staff. The achievement of human resources standards at UPA Library is presented in Table 5.

Table 5. Achievement of Library Human Resources Standards

No	Assessment Aspect	Grade	Score
1	Educational qualifications of the head librarian	D	2
2	Status of the head librarian	A	5
3	Number of professional development activities for head librarian	A	5
4	Number of librarians/professional staff	B	4
5	Number of technical staff	A	5
6	IT staff with a minimum of an Associate Degree (D3)	A	5
7	Ratio of library staff with a bachelor's degree in library science or other fields	A	5
8	Ratio of certified librarians/professionals	A	5
9	Average number of librarians in professional organizations	A	5
10	Ratio of librarians who are members of professional library associations	A	5

Source: UPA Library Tadulako University Self-Accreditation Results, 2024

As shown in Table 5, the implementation of SNP-PT human resources standards at UPA Library achieved a score of 13.80, or 92.0%, which is categorized as excellent. This aligns with Edward III's (1975) view that human resources serve as policy implementers, where sufficient and qualified personnel are essential for effective policy execution.

Library Administration Standards

A high-quality university library should provide excellent services that benefit the academic community by maximizing access to knowledge and information resources. As shown in Table 6, nine aspects are used to evaluate the success of SNP-PT administration standards implementation.

Table 6. Achievement of Library Administration Standards

No	Assessment Aspect	Grade	Score
1	Establishment of public university library	C	3
2	Institutional status of the library	C	3
3	Library's role in university decision-making	B	4
4	Existence of library committee or equivalent	B	4
5	Library organizational structure	A	5
6	Accountability of head librarian	A	5
7	Library registration number	A	5
8	Availability of strategic development plans	C	3
9	Annual work program approved by the rector	C	3

Source: UPA Library Tadulako University Self-Accreditation Results, 2024

Referring to Table 6, UPA Library has implemented the SNP-PT administration standards, achieving a score of 7.78 or 77.8%, categorized as good.

Library Management Standards

Effective management plays a vital role in optimizing resources and decision-making processes in implementing SNP-PT accreditation-based policies. As shown in Table 7, library management standards have six aspects.

Table 7. Achievement of Library Management Standards

No	Assessment Aspect	Grade	Score
1	Written objectives and targets	A	5
2	Performance reports endorsed by head librarian	A	5
3	Fixed annual budget	C	3
4	Community participation funding	C	3
5	Budget allocation for collection development	A	5
6	Collaboration in library management	A	5

Source: UPA Library Tadulako University Self-Accreditation Results, 2024

As shown in Table 7, UPA Library achieved a score of 13.00, or 86.7%, in implementing the management standards, which is categorized as good.

Innovation and Creativity Standards

Library programs and activities in higher education must foster innovation, creativity, and uniqueness aligned with local culture to enhance service quality and attract visitors. The accreditation process assesses five aspects of the innovation and creativity standards (Table 8).

Table 8. Achievement of Innovation and Creativity Standards

No	Assessment Aspect	Grade	Score
1	Innovation and creativity programs	B	4
2	Innovative and creative works	B	4
3	Library uniqueness	A	5
4	Achievements of the library and librarians	A	5
5	Recognition from main institutions or external organizations	C	3

Source: UPA Library Tadulako University Self-Accreditation Results, 2024

Referring to Table 8, UPA Library achieved a score of 4.20 or 84.0% in implementing the innovation and creativity standards, categorized as good.

Reading Interest Level Standards

A quality university library should record a high percentage of visitors and collection usage, supported by literacy ambassadors who promote library services and resources. These ambassadors include lecturers, researchers, academic staff, and students. The assessment of reading interest level standards includes four aspects, as shown in Table 9.

Table 9. Achievement of Reading Interest Level Standards

No	Assessment Aspect	Grade	Score
1	Average monthly visitors	C	3
2	Average monthly collection usage	C	3
3	Repository usage by active users	D	2
4	Presence of literacy activists	C	3

Source: UPA Library Tadulako University Self-Accreditation Results, 2024

As shown in Table 9, UPA Library scored 2.75 or 55.0% for the reading interest level standard. According to SNP-PT guidelines, scores below 60 are categorized as below standard and require significant improvement.

Community Literacy Development Index Standards

The community literacy development index standard emphasizes adequate collections, qualified librarians, equitable access, and community involvement in library activities. This standard comprises four aspects, as detailed in Table 10.

Table 10. Achievement of Community Literacy Development Index Standards

No	Assessment Aspect	Grade	Score
1	Ratio of users to total collection titles	C	3
2	Ratio of trained library staff to total users	C	3
3	Equitable library services	C	3
4	Average collaboration involving user participation	D	2

Source: UPA Library Tadulako University Self-Accreditation Results, 2024

Referring to Table 10, UPA Library scored 2.75 or 55.0%. As per National Library Regulation No. 13 of 2017, scores below 60 indicate non-compliance with the accreditation-based SNP-PT standards.

CONCLUSION

The implementation of the Accreditation-Based National Standards for University Libraries (SNP-PT) at the UPA Library of Tadulako University can be concluded as follows: the Collection Standard achieved 84.4%, categorized as good. The Facilities and Infrastructure Standard reached 92.0%, categorized as excellent. The Library Services Standard achieved 82.7%, categorized as good. The Human Resources Standard scored 92.0%, categorized as excellent. The Administration Standard reached 77.8%, categorized as good. The Management Standard achieved 86.7%, categorized as good. The implementation of the Innovation and Creativity Standard reached 84.0%, categorized as good. However, the implementation of the Reading Interest Level Standard and the Community Literacy Development Index both scored 55.0%, categorized as poor or below standard.

The implications of these findings indicate that the current implementation of the Accreditation-Based SNP-PT policy at the UPA Library of Tadulako University has not yet established itself as a reference model for university library management development in Central Sulawesi. Future research is recommended to explore the supporting and inhibiting factors influencing the implementation of the Accreditation-Based SNP-PT policy to enhance its effectiveness and applicability.

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