

Implementation of public administration strategies in library management to enhance reading interest and literacy culture: A study at the library and archives office of Lamandau regency

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Abstract: A strong literacy culture is a key indicator in determining the quality of a nation's human resources. However, Indonesia continues to face significant challenges in fostering reading interest, particularly at the regional level. This study aims to analyze the strategies implemented by the Library and Archives Office of Lamandau Regency to enhance reading interest and cultivate a literacy culture. This research employs a qualitative approach with a case study design. Data were collected through in-depth interviews, observations, and document analysis, which were then examined using thematic analysis techniques. The findings reveal that literacy development strategies in Lamandau Regency encompass strengthening library access, innovating digital literacy services, and enhancing librarian capacity. Mobile library programs, the provision of more diverse reading materials, and collaborations with schools and literacy communities serve as key initiatives in fostering public reading interest. However, this study also identifies several challenges in implementing these strategies, including budget constraints, limited utilization of technology in library services, and a shortage of competent librarians. These findings indicate that the success of literacy culture development is not solely dependent on the availability of reading materials but also on the effectiveness of literacy policies integrated with regional development strategies. Therefore, this study recommends a more adaptive, community-based strategy model supported by sustainable policies to overcome barriers in literacy implementation at the regional level. This study contributes to the development of public administration theories in the literacy context and offers practical insights for policymakers to enhance the effectiveness of library strategies in fostering an inclusive and sustainable literacy culture.

Keywords: Library strategies, Literacy culture, Literacy policy, Public administration, Reading interest.

1. Introduction

Literacy is a fundamental factor in determining the quality of human resources and a nation's competitiveness. Strong literacy skills encompass not only reading and writing abilities but also critical and creative thinking, as well as the capacity to access and manage information effectively. In the global context, developed countries demonstrate high literacy levels, contributing to economic growth, innovation, and social well-being. Conversely, nations with low literacy rates often face challenges in human development and social inequality. Unfortunately, Indonesia continues to struggle with literacy enhancement, as reflected in the *Programme for International Student Assessment (PISA) 2022* results, where Indonesia ranked 69th out of 80 countries in reading proficiency.

Libraries play a strategic role in promoting literacy within society. As centers for information and education, libraries should not only provide reading materials but also serve as dynamic spaces that

actively engage communities in literacy activities. The Indonesian government has launched various policies to strengthen literacy culture, including the *National Literacy Movement (Gerakan Literasi Nasional, GLN)*, which aims to promote reading habits at school, family, and community levels. Additionally, *Law No. 43 of 2007 on Libraries* emphasizes the vital role of libraries in national development. However, in practice, literacy policies in Indonesia face several obstacles, including inadequate library infrastructure, a shortage of professional librarians, and suboptimal utilization of digital technology to enhance access to reading materials.

Lamandau Regency, located in *Central Kalimantan Province*, exemplifies a region facing challenges in fostering reading interest among its residents. According to the *Community Literacy Development Index (Indeks Pembangunan Literasi Masyarakat, IPLM)*, Lamandau Regency experienced a decline from 73.27 in 2023 to 67.42 in 2024. Moreover, the *Reading Enthusiasm Level (Tingkat Gemar Membaca, TGM)* has shown a downward trend over the years. This decline indicates that existing strategies have not yet yielded optimal outcomes. Several factors are suspected to contribute to this issue, including *limited library management budgets, a lack of innovation in literacy programs, and the absence of a comprehensive literacy policy integration at the regional level*.

From the perspective of *public administration*, literacy enhancement strategies through libraries can be analyzed using the *Strategic Triangle Model* proposed by Moore [1]. This model emphasizes that effective public policies must fulfill three key elements: *political legitimacy, resource support, and operational capacity*. In the context of literacy policy in Lamandau Regency, the primary challenge lies in *the lack of political support in the form of adequate budget allocations*, which directly affects the availability of resources for library management. Furthermore, the effectiveness of library strategies can be examined through *Glaserfeld [2] constructivist theory*, which highlights that learning should be interactive and experience-based. Thus, libraries should not merely function as book repositories but should also serve as *active learning centers* that engage the community in diverse literacy activities.

Additionally, *Sen [3] Capability Approach* is relevant in analyzing library strategies in Lamandau Regency. This theory argues that improving people's quality of life depends not only on the availability of resources but also on their ability to access and utilize them effectively. In the literacy context, the mere existence of libraries is insufficient to increase reading interest; there must be *community-based literacy programs* that encourage active participation in literacy activities.

This study aims to analyze the strategies implemented by the *Library and Archives Office of Lamandau Regency* in increasing reading interest and fostering a literacy culture. Specifically, this research seeks to identify *the supporting and inhibiting factors* in literacy strategy implementation and to formulate a *more effective strategic model* for literacy development at the regional level. Using a *qualitative case study approach*, this study will explore how regional libraries can play a more *active role in building an inclusive and sustainable literacy culture*.

From an academic perspective, this study contributes to *public administration research*, particularly in the *implementation of literacy policies and library strategies for enhancing reading interest*. Moreover, this research offers *practical insights for policymakers in designing more adaptive and community-based strategies* to address literacy challenges at the local level. The findings of this study are expected to serve as a foundation for the *development of more inclusive and sustainable literacy policies* that support literacy growth not only in Lamandau Regency but also in other regions with similar characteristics.

A review of existing literature highlights several critical aspects in literacy development and the role of libraries. *Hardy and Hastings [4]* emphasized the importance of *a strong reading culture among librarians* as agents of change in fostering community reading interest. *Uzuegbu [5]* found that *locally designed information literacy programs* can enhance public participation in development initiatives. *Itsekor and Nwokeoma [6]* highlighted the importance of *integrating libraries with the education system* to instill reading habits from an early age. Meanwhile, *Boonaree, et al. [7]* revealed that *community-based libraries* could be an effective solution for enhancing literacy in regions with limited access to reading materials.

However, these studies have limitations in examining the *specific strategies implemented by regional libraries* to increase community reading interest. Most research has focused on *theoretical analyses or case studies from other countries*, providing limited insights into *the practical implementation of library strategies in Indonesia*, particularly in *resource-constrained regions*. Therefore, this study aims to bridge the gap in literacy research by offering *a more comprehensive analysis of regional library strategies in fostering a sustainable literacy culture*.

Strengthening the role of libraries as literacy centers requires *more innovative, data-driven, and community-oriented strategies*. By adopting a *systematic and evidence-based approach*, regional libraries are expected to become *key actors in creating a literate, critical, and competitive society in the era of globalization*.

2. Theoretical Framework

Literacy is a fundamental element in a nation's social, economic, and cultural development. Strong literacy skills go beyond reading and writing proficiency; they also encompass deep comprehension, critical thinking, and the ability to access, manage, and utilize information effectively. In the context of human development, literacy is closely correlated with improved quality of life, innovation, and national competitiveness. However, *Indonesia's low literacy rates* indicate that significant challenges persist in enhancing reading access and interest, particularly in regions with limited infrastructure and resources.

This study employs several relevant theoretical approaches to understand how *library strategies* contribute to increasing reading interest and fostering a literacy culture within society. The theoretical perspectives utilized include the Strategic Triangle Model, Constructivist Theory, Capability Approach, and literacy and public policy theories in public sector administration.

2.1. Strategic Triangle Model [1]

The *Strategic Triangle Model*, developed by Moore [1] is an approach in *public administration* that emphasizes three key elements in the successful implementation of policies: *value creation, authorizing environment, and operational capacity*. This model is highly relevant in evaluating the effectiveness of *library-based literacy strategies* implemented by the *Library and Archives Office of Lamandau Regency*.

2.1.1. Value Creation (Public Value Creation)

In literacy development, public value is created through *expanded access to reading materials, enhanced literacy skills among citizens, and strengthened reading culture*. Regional libraries must develop *literacy programs tailored to local needs*, including *mobile library services, digital book availability, and community-based literacy initiatives*.

2.1.2. Authorizing Environment (Political Support and Legitimacy)

The implementation of literacy strategies *cannot succeed without strong policy support* from both *national and regional governments*. Policies such as the *National Literacy Movement (Gerakan Literasi Nasional, GLN)* and *Law No. 43 of 2007 on Libraries* serve as legal frameworks directing library management as part of *national development efforts*. However, at the regional level, there are *gaps in budget allocations and political commitment* toward library development.

2.1.3. Operational Capacity (Organizational Operational Capacity)

The effectiveness of library strategies heavily relies on *human resource capacity, infrastructure, and the use of technology in library services*. Challenges faced in *Lamandau Regency* include *a shortage of professional librarians, limited collections of relevant books, and low utilization of digital technology* in library management. Therefore, *innovative literacy strategies that maximize operational capacity* are crucial for improving library services.

The *Strategic Triangle Model* provides a strong theoretical foundation for understanding *the dynamics of literacy policy implementation*, particularly in identifying *supporting and inhibiting factors* in library strategies to enhance *reading interest within communities*.

2.2. Constructivist Theory [2]

The *constructivist theory*, developed by *Glaserfeld* [2] posits that learning is an *active process* in which individuals *construct their own understanding* through interaction with their environment. In the literacy context, the *constructivist approach* emphasizes that reading is *not merely memorizing information* but also a process of *constructing meaning* from texts.

2.2.1. Experience-Based Learning

Libraries should provide *engaging and interactive reading experiences*, such as book discussion programs, digital literacy workshops, and the use of interactive technology to increase community engagement in reading activities.

2.2.2. Contextualization to Community Needs

Literacy programs must be tailored to *local social and cultural contexts*. For example, in *Lamandau Regency*, literacy initiatives can focus on increasing access to books in local languages and providing reading materials relevant to the region's economic and social conditions. By applying constructivist principles in library strategies, communities are expected to develop sustainable reading habits and enhance critical thinking skills in processing information.

2.3. Capability Approach [3]

The Capability Approach, developed by *Sen* [3] emphasizes that public policies should focus on enhancing individuals' capabilities to access and utilize available resources effectively. In the context of literacy, this approach underscores that the mere existence of libraries and reading materials is insufficient to foster a literacy culture.

2.3.1. Accessibility to Resources

Libraries must ensure that all community members have equal access to reading materials. This includes:

- Providing *disability-friendly library facilities*,
- Utilizing *mobile libraries* to reach remote areas, and
- Offering a *diverse collection of books* that cater to the *varied needs of the community*.

2.3.2. Individual Capability to Utilize Literacy Resources

Not all individuals possess the same literacy skills. Therefore, libraries must offer:

- Reading guidance programs,
- Digital literacy training, and
- Educational initiatives for underserved groups, such as farmers, informal workers, and homemakers.

2.4. Literacy and Public Policy in Public Administration

Literacy is not solely an educational issue but also a public policy concern in human development. Previous studies highlight that effective literacy policies must integrate various approaches, including:

- *Community-based literacy policies* [4]
- *Digital literacy policies* [6] and
- *School-based library approaches* [7].

2.4.1. Literacy as a National Priority

Based on *Minister of Home Affairs Regulation No. 15 of 2024 (Permendagri No. 15 Tahun 2024)*, libraries have been included as a national priority in human resource development. However, the implementation of this policy faces challenges at the regional level, particularly in budget allocation and inter-agency coordination effectiveness.

2.4.2. Integration of Literacy Policies with Other Sectors

Effective literacy strategies should *connect libraries with education, economic, and cultural sectors*. Collaboration with schools through the *School Literacy Movement (Gerakan Literasi Sekolah, GLS)* and partnerships with the private sector through corporate social responsibility (CSR) funding can serve as effective strategies to strengthen the literacy ecosystem.

By utilizing a multidisciplinary approach in literacy policy analysis, this study aims to develop a more comprehensive strategic model for enhancing reading interest and *building a sustainable literacy culture in Lamandau Regency*.

3. Research Methodology

This study employs a *qualitative approach with an in-depth case study design* to analyze the strategies implemented by the *Library and Archives Office of Lamandau Regency* in enhancing reading interest and fostering a literacy culture. This approach aims to comprehensively explore how *policies and library strategy implementation* contribute to improving the literacy culture within society.

3.1. Research Type

This study adopts a *qualitative research design* utilizing the *case study method*. The case study approach was chosen as it enables an in-depth exploration of *complex phenomena in real-world contexts* [8]. This method is used to understand the implementation of literacy strategies in Lamandau Regency by considering various aspects, including library policies, literacy program effectiveness, and challenges in policy execution.

3.2. Research Focus

The research focuses on analyzing the library strategies implemented by the *Library and Archives Office of Lamandau Regency* to enhance reading interest and literacy culture. The key aspects examined in this study include:

1. Library management strategies, including service innovations, book provision, and library infrastructure development.
2. Local government policies supporting literacy enhancement and reading interest.
3. The role of librarians and library staff in implementing literacy strategies.
4. Challenges and barriers in executing strategies to improve reading interest and literacy culture.
5. Effectiveness of literacy programs conducted by the Library and Archives Office of *Lamandau Regency*.

3.3. Research Location and Site

This study is conducted in *Lamandau Regency, Central Kalimantan Province*, with a primary focus on the *Library and Archives Office of Lamandau Regency*. Additionally, the research includes observations and interviews at several public and village libraries that serve as literacy centers for the community.

3.4. Types and Sources of Data

This research utilizes two main types of data:

- **Primary Data:** Collected through in-depth interviews with library officials, librarians, library staff, and community members who use library services. Direct observations are also conducted to understand how library services operate in practice.

- Secondary Data: Includes regional literacy policy documents, annual reports from the Library and Archives Office of *Lamandau Regency*, and statistical data on literacy levels obtained from official government reports.

3.5. Data Collection Techniques

To ensure data validity, multiple data collection methods are employed:

3.5.1. In-Depth Interviews

Interviews are conducted with key stakeholders, including library directors, librarians, academics, and literacy community representatives. These interviews aim to explore insights into literacy policies, challenges in implementation, and recommendations for more effective strategies.

3.5.2. Field Observations

Observations are conducted at regional and village libraries to examine:

- Library service management,
- Community interactions with libraries,
- Available library facilities,
- Visitor traffic, and
- Reading material borrowing patterns.

3.5.3. Document Analysis

Document analysis is performed by reviewing:

- National and regional literacy policies,
- Annual library reports, and
- Government literacy statistics.
- This method aims to provide an overview of literacy trends and the effectiveness of library policies in fostering reading culture.

3.6. Research Instruments

The instruments used in this study include:

- Interview guides,
- Observation sheets, and
- Document analysis formats.

The interview guide consists of open-ended questions, allowing for a more in-depth exploration of literacy enhancement strategies.

3.7. Data Analysis

The data collected is analyzed using *thematic analysis* [9]. This technique identifies patterns and key themes from the data, providing deeper insights into the *implementation of literacy strategies* in *Lamandau Regency*.

The stages of data analysis include:

1. Data Reduction – Data from interviews, observations, and document analysis are categorized based on major themes.
2. Data Presentation – Reduced data is presented in narrative and tabular formats for easier interpretation.
3. Conclusion Drawing – The analysis results are linked to theoretical frameworks and conceptual models used in the study.

3.8. Data Validity Testing

To ensure data validity, this study adopts four validation techniques based on *Lincoln and Guba* [10]:

- **Credibility:** Data triangulation is conducted by comparing interview findings, observations, and document analysis to ensure information consistency.
- **Transferability:** The research findings are described in detail to facilitate application in similar contexts.
- **Dependability:** Data collection and analysis consistency is maintained through systematic documentation of the research process.
- **Confirmability:** Data obtained is verified through multiple sources to ensure the study's objectivity and reliability.

3.9. Supporting Tables and Figures

To support the analysis, this study includes several tables and figures derived from official documents, such as:

Table 1.

IPLM (Community Literacy Development Index) in Central Kalimantan **Province**, showing the literacy index trends in Lamandau Regency compared to other regions.

No.	Region	IPLM 2023	Category	IPLM 2024	Category
1	South Barito	58.55	Moderate	79.96	Moderate
2	East Barito	36.26	Low	53.41	Moderate
3	North Barito	72.16	Moderate	89.84	High
4	Gunung Mas	35.17	Low	51.07	Moderate
5	Central Kalimantan	56.06	Moderate	68.64	Moderate
6	Kapuas	40.98	Low	57.47	Moderate
7	Katingan	62.27	Moderate	62.21	Moderate
8	West Kotawaringin	53.32	Moderate	62.10	Moderate
9	East Kotawaringin	45.22	Low	63.16	Moderate
10	Lamandau	73.27	Moderate	67.42	Moderate
11	Murung Raya	28.69	Very Low	70.69	Moderate
12	Palangkaraya	50.83	Moderate	69.70	Moderate
13	Pulang Pisau	79.80	Moderate	79.99	Moderate
14	Seruyan	57.92	Moderate	63.34	Moderate
15	Sukamara	89.25	High	89.27	High

Table 2.

Data on the Number of Public Libraries in Lamandau Regency and Available Facilities.

Library Visit Data		
No.	Year	Number of Visits
1	2020	3,209
2	2021	1,478
3	2022	6,026
4	2023	4,598
5	2024	4,318
Library Collection Data		
No.	Year	Number of Book Collections
1	2020	14,022 copies
2	2021	15,359 copies
3	2022	12,180 copies
4	2023	13,392 copies
5	2024	15,042 copies
Library Loan Data		
No.	Year	Number of Books Borrowed
1	2020	305
2	2021	134
3	2022	292
4	2023	855
5	2024	875

Table 3.Data on the Number of Village Libraries Across Districts in *Lamandau Regency*, Including Book Collections and Visitor Numbers.

No.	District	Library Collection	Library Visits	Library Staff
1	Bulik	1,603	2,609	13
2	Sematu Jaya	6,536	1,815	8
3	Menthobi Raya	779	1,837	11
4	Bulik Timur	808	1,950	12
5	Belantikan Raya	1,071	2,043	12
6	Lamandau	1,751	1,880	11
7	Batang Kawa	649	1,505	9
8	Delang	927	1,905	11

PISA scores of ASEAN countries

Year 2022

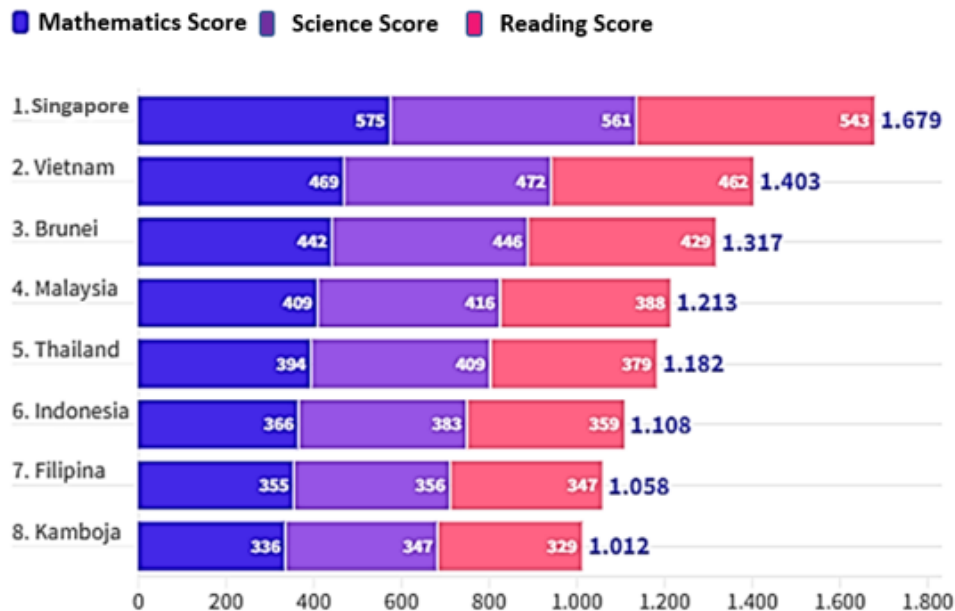


Figure 1.
PISA 2022 Scores, Depicting Indonesia's Literacy Ranking in Comparison to Other Countries.

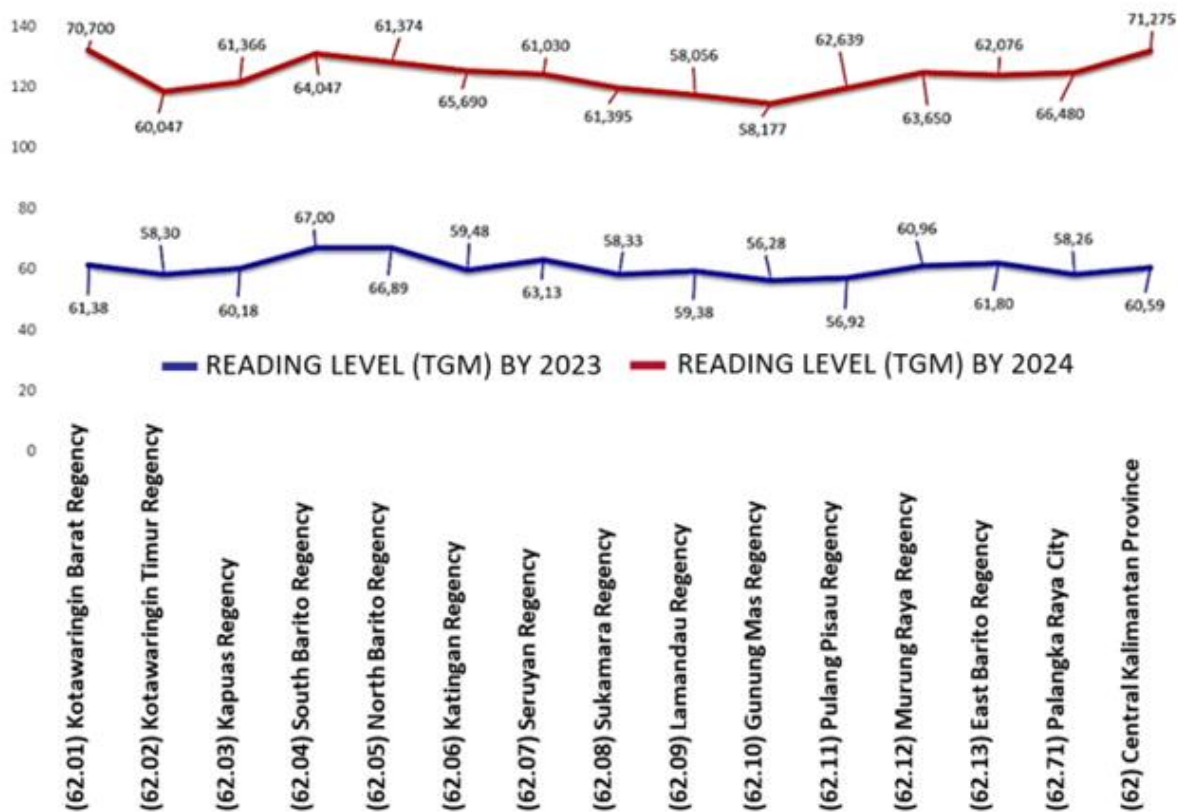


Figure 2.
Reading Enthusiasm Level (TGM) in *Central Kalimantan Province*, Illustrating Literacy Trends in the Study Area.



Figure 3.
Conceptual Framework of the Study, Illustrating the Relationship Between the Variables Examined in This Research.

3.10. Methodological Implications

Through this comprehensive approach, the study is expected to provide a deeper understanding of library strategies in fostering a literacy culture. Additionally, the methodology employed enables a more systematic analysis of literacy policies at the regional level, offering insights into how policy implementation can be refined to achieve more optimal outcomes.

This research also contributes to methodological advancements in the study of literacy policy and public administration, particularly in understanding the dynamics between government policies, the role of librarians, and community engagement in the development of a sustainable literacy culture.

4. Results and Discussion

This study aims to analyze the strategies implemented by the *Library and Archives Office of Lamandau Regency* to enhance reading interest and foster a literacy culture. Based on data collected through in-depth interviews, observations, and document analysis, various strategies have been implemented, but challenges persist in their execution.

The primary strategies include strengthening literacy access through the provision of public and village libraries, developing mobile library services, and utilizing digital libraries to reach a broader population. The *Library and Archives Office of Lamandau Regency* has made efforts to increase the number of book collections in public and village libraries to enrich reading material options for the community. Data indicate that the book collection in public libraries within Lamandau Regency exceeds 15,000 copies, while village libraries across various districts have varying collection sizes. However, the disparity in book collections among village libraries remains a significant challenge in ensuring equitable access to literacy resources.

The mobile library program has been one of the most effective strategies for reaching communities in remote areas. This service aims to provide literacy access to communities with limited opportunities to visit physical libraries. In practice, mobile libraries serve various community segments, including schoolchildren, homemakers, and informal workers. However, challenges persist in implementing this program, including the limited availability of mobile library vehicles, a shortage of accompanying librarians, and financial constraints that affect the frequency of services provided to the community.

In addition to mobile libraries, digital libraries have emerged as an innovative response to the transformation of literacy in the digital era. The use of digital technology enables communities to access various reading materials online without requiring a physical visit to the library. However, the implementation of digital libraries still faces multiple obstacles, particularly in terms of low digital literacy levels and inadequate technological infrastructure in certain areas. *Glaserfeld [2] Constructivist Theory* emphasizes that learning should be active and based on interaction with the environment. In the context of digital libraries, this approach can be applied by providing digital literacy training to the community, ensuring that individuals can effectively access and utilize digital resources.

From a policy perspective, literacy strategies in Lamandau Regency have been supported by various national and regional regulations. *Law No. 43 of 2007 on Libraries* reinforces the strategic role of libraries in improving literacy quality. Additionally, *Minister of Home Affairs Regulation No. 15 of 2024 on Guidelines for Regional Budget Planning for 2025* positions libraries as a priority in human resource development. However, despite these policies, implementation remains constrained by limited regional budget allocations for library development and literacy programs.

From a public administration perspective, *Moore [1] Strategic Triangle Model* is relevant in analyzing the effectiveness of literacy strategies in Lamandau Regency. This model emphasizes that successful policies must fulfill three core elements: *public value creation, political support and legitimacy, and operational capacity*. Within this framework, libraries hold significant potential for public value creation through enhanced literacy access. However, they still face challenges in securing political support and optimizing their operational capacity.

One of the key supporting factors in literacy strategies in Lamandau Regency is community engagement in various literacy initiatives. Community participation enhances the effectiveness of literacy programs by fostering active involvement in library initiatives. *Sen [3] Capability Approach* highlights that improving community quality of life is not only dependent on resource availability but also on individuals' ability to utilize those resources effectively. In this context, community-based literacy programs can serve as an effective solution for promoting inclusive literacy development.

Despite these positive efforts, several critical challenges hinder the implementation of literacy strategies in Lamandau Regency. One major obstacle is the low reading interest among community members, influenced by an underdeveloped reading culture. Research by *Hardy and Hastings [4]* suggests that a low literacy culture is often the result of an absence of early reading habits and a lack of

motivation to read beyond academic necessities. In Lamandau Regency, many individuals still perceive reading as a secondary activity, resulting in low participation in literacy programs initiated by libraries.

Another significant challenge is the limited availability of professional librarians to manage libraries. Many village libraries have only one librarian, or in some cases, no professionally trained library staff at all. This issue directly affects the quality of library services, including the capacity to design and implement engaging literacy programs. *Itsekor and Nwokeoma [6]* emphasize that librarians play a crucial role in fostering a sustainable literacy culture. Therefore, capacity-building initiatives for librarians should be a priority in regional literacy strategies.

Furthermore, the findings suggest that literacy strategies are not yet fully integrated with other key sectors such as education and the economy. Effective literacy promotion requires strong collaboration with educational institutions and economic stakeholders. Schools should play a central role in promoting literacy, particularly through the *School Literacy Movement (Gerakan Literasi Sekolah, GLS)*, which aims to instill reading habits from an early age. Moreover, the involvement of the private sector in literacy development, particularly through *corporate social responsibility (CSR) funding*, could serve as an alternative solution to address government budget constraints.

Considering these findings, this study reaffirms that the success of literacy strategies is not solely dependent on the provision of reading materials and library facilities. Instead, it is closely linked to the effectiveness of policy implementation, community engagement, and innovation in library service management. By adopting a more adaptive and community-based approach, literacy strategies in Lamandau Regency have the potential to be optimized to increase reading interest and establish a sustainable literacy culture.

5. Conclusion

This study has analyzed the strategies implemented by the *Library and Archives Office of Lamandau Regency* to enhance reading interest and foster a literacy culture. The findings indicate that libraries play a strategic role in developing an inclusive and sustainable literacy ecosystem. Various programs have been implemented, including the provision of public and village libraries, the development of mobile library services, and the utilization of digital libraries as an innovation to improve access to reading materials. However, despite the positive impact of these strategies, challenges in implementation require further attention.

One of the key strategies adopted involves strengthening literacy access by increasing the number of public and village libraries. The data show a continuous increase in book collections in public libraries across Lamandau Regency, although disparities in book distribution among village libraries remain a challenge. Village libraries hold significant potential in promoting literacy culture, particularly in remote areas, yet their effectiveness is contingent upon adequate facilities and active community participation. The mobile library program has proven to be an effective solution in reaching communities with limited access to physical libraries. However, the shortage of mobile library vehicles and the lack of accompanying librarians remain primary obstacles in optimizing this program.

Beyond physical infrastructure, digital libraries have begun to be developed as part of the transformation of literacy services in the digital era. The integration of technology in literacy services offers an opportunity to expand public access to reading materials, particularly for those in remote areas. However, the low level of digital literacy among the population and the limitations of technological infrastructure continue to present challenges to the successful implementation of this strategy. In this context, *Glaserfeld [2] Constructivist Theory* emphasizes the importance of active individual interaction with learning resources to construct knowledge. Consequently, effective digital literacy programs should be designed with a more interactive and context-based approach tailored to community needs.

The literacy policies implemented in Lamandau Regency have received support from various national and regional regulations, including *Law No. 43 of 2007 on Libraries and Minister of Home Affairs Regulation No. 15 of 2024 on Regional Budget Planning Guidelines for 2025*. However, policy

implementation continues to face obstacles, particularly in terms of budget constraints and the lack of coordination among stakeholders in supporting the development of regional libraries. From a public administration perspective, *Moore [1] Strategic Triangle Model* highlights that the success of public policy relies on three key elements: public value creation, political support, and operational capacity. In the case of Lamandau Regency, libraries possess considerable potential in generating public value through enhanced literacy access, but they continue to struggle in securing political support and optimizing their operational capacity.

Community engagement in fostering a literacy culture is a crucial factor in the success of the implemented strategies. Various community-based programs have been developed to encourage public participation in literacy activities, including collaborations with schools and local literacy groups. *Sen [3] Capability Approach* underscores that improving quality of life is not solely dependent on resource availability but also on individuals' ability to access and utilize these resources effectively. Therefore, literacy enhancement strategies in Lamandau Regency should place greater emphasis on community empowerment, ensuring that individuals possess the necessary capacity to fully benefit from library services.

Despite the implementation of various programs, low reading interest among the population remains a significant challenge. *Hardy and Hastings [4]* argue that weak literacy culture can result from the absence of early reading habits and a lack of intrinsic motivation to read beyond academic requirements. This finding aligns with the situation in Lamandau Regency, where many individuals still perceive reading as a secondary activity. Addressing this issue requires a more innovative approach to literacy strategies, including the development of more engaging literacy programs, broader literacy campaigns, and increased private sector involvement through corporate social responsibility (CSR) funding to support literacy initiatives.

Another challenge involves the shortage of librarians to manage library services. Many village libraries in Lamandau Regency operate with only one librarian, while some lack professional librarians entirely. This directly impacts the quality of library services and the effectiveness of literacy programs. *Itsekor and Nwokeoma [6]* emphasize the vital role of librarians in fostering a sustainable literacy culture. Therefore, capacity-building programs for librarians through training and policy support should be strengthened as part of a strategic approach to literacy development.

Beyond human resource limitations, the integration of literacy strategies with other sectors remains suboptimal. Collaboration with the education sector through the *School Literacy Movement (Gerakan Literasi Sekolah, GLS)* could serve as a viable approach to instill reading habits from an early age. Additionally, synergy with the economic sector in supporting entrepreneurship-based literacy programs could be an effective strategy to enhance reading interest within the community. By adopting a more integrated approach, literacy strategies in Lamandau Regency could be further optimized to establish a more inclusive and sustainable literacy culture.

Overall, this study reaffirms that literacy enhancement strategies should not be solely focused on the provision of reading materials and library infrastructure. Their effectiveness is contingent upon the successful implementation of policies, active community involvement, and innovative approaches in library service management. By adopting a more adaptive and community-driven approach, literacy strategies in Lamandau Regency can become more effective in fostering reading interest and building a stronger and more sustainable literacy culture.

Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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