

The Effectiveness of the Pelita Hati Library as a Means of Promoting Community Literacy in Nanggerangjaya Village

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Abstract: This study aims to analyze the effectiveness of the management of the Pelita Hati Library as a means of promoting public literacy in NanggerangJaya Village, Mandirancan Subdistrict, Kuningan Regency, as well as to identify the factors that support and hinder such management. This study employs a qualitative approach using descriptive methods. Informants were selected through purposive sampling and consisted of the Village Head of NanggerangJaya and the Manager of the Pelita Hati Library. Data collection was conducted through interviews, observations, and documentation, and the data were analyzed using the Miles and Huberman interactive analysis model based on Richard M. Steers' theory of organizational effectiveness, which encompasses four dimensions: goal attainment, integration, adaptation, and sustainability. The research results indicate that, in terms of goal achievement, the library has organized a number of literacy programs, community participation remains suboptimal due to relatively low reading interest. In terms of integration, there is good communication and cooperation between the village government, the library manager, and the Posyandu Remaja (Youth Health Post) activities. In terms of adaptation, the library still faces constraints related to human resources, space, and budget, yet it continues to strive to maintain its literacy activities. Regarding sustainability, there is a commitment from the village government and library administrators to ensure the library's continued operation through the establishment of a management board and the allocation of funds. Overall, the Pelita Hati Library has been quite successful in its activities, but it still requires strengthening of human resources, improvement of facilities, and community participation so that the library's function as a literacy resource can be optimal in the village.

Kata kunci: Effectiveness; Library Management; Community Literacy; Village Libraries; Public Services

INTRODUCTION

Literacy is one of the key aspects in improving the quality of human resources and supporting community development. Literacy skills are not limited to the ability to read and write, but also include the ability to understand, process, and apply literacy in daily life. In an era of rapidly advancing science and technology, people are required to possess strong literacy skills in order to adapt to the various changes taking place. (Maisaroh & Anggraini, 2023) Therefore, promoting a culture of literacy is a key effort in creating a knowledgeable, critical thinking, and competitive society. One of the key resources that plays a role in supporting the improvement of public literacy is the library, including libraries established at the village level as learning centers and sources of information for the community. (Syar & Masyita, n.d.)

Village libraries are a form of public service that plays a vital role in supporting the improvement of public literacy at the local level. Village libraries are not only places where reading materials are available, but also places for learning, dissemination of information and expansion of community's knowledge.(Kadek et al., 2021). This is in line with Law No. 43 of 2007 on libraries which stipulates that every citizen has the right to obtain library services to support the learning process and lifelong education. Through the management of village libraries, the community can be helped to access information more broadly resulting in the improved quality of their education, knowledge and skills Effective management of village libraries is a key factor in fostering a literate and competitive society.(Ag et al., n.d.)

Despite playing a very important role, the management of village libraries in various regions still faces a number of challenges that affect their achievement. Some of the most common issues include budget constraints, a lack of competent staff, limited facilities and infrastructure, and a lack of public interest in using library services. These conditions have prevented village libraries from optimally fulfilling their role as community literacy centers. Consequently, various planned literacy programs often fail to have the maximum impact on fostering a reading culture and expanding community knowledge. Therefore, effective library management is essential to ensure that the goal of establishing libraries as a means of improving literacy is successfully achieved. (Arvianti et al., 2025)

This situation can also be found at the Pelita Hati Library, located in Nanggerang Jaya Village, Mandirancan Subdistrict, Kuningan Regency. Established in 2018, this library serves as a literacy resource for the community, particularly children and adolescents. The Pelita Hati Library has organized a number of literacy programs, such as group reading sessions, reading and arithmetic classes, and collaborations with village-level activities to boost the community's interest in reading. However, the library's management still faces several challenges, including limited library space, a shortage of staff involved in its management, and suboptimal community participation. These conditions indicate that efforts to develop the library are ongoing, but the effectiveness of its management still needs to be further evaluated.(Program et al., 2025)

Various efforts have been made to ensure the sustainability and improve the functionality of the Pelita Hati Library as a literacy development resource. The local government, together with the library staff, continues to raise awareness, develop literacy activities, and establish partnerships with various parties in the Nanggerangjaya village community. In addition, budgetary support and the establishment of a library management board also demonstrate a commitment to maintaining the library so that it continues to benefit the community. Nevertheless, there are still various obstacles preventing the library's management from achieving fully optimal results. Therefore, research is needed on the effectiveness of the Pelita Hati Library's management to determine the extent to which the library's goal of serving as a means of improving literacy activities has been achieved, as well as the factors influencing its success.(Savitri et al., 2021)

Effectiveness is one of the benchmarks used to assess the extent to which an organization or program achieves its established goals. Library management can be considered successful if it is able to carry out its planned functions and objectives and provide benefits to the community as service users. In this study, the effectiveness of library management is analyzed using the theory of organizational effectiveness proposed by Richard M. Steers, which covers the aspects of goal achievement, integration, adaptation, and organizational sustainability. Through this approach, the effectiveness of the

management of the Pelita Hati Library can be analyzed more comprehensively. (Haskim et al., 2026)

Many previous studies have shown that the success of village library management is influenced by several factors, namely support from the village government, availability of resources, community participation, and the quality of services provided. Generally, research on village libraries is more concerned with policy implementation, the role of local government and library development strategies. The study results show the important role of village library to improve public literacy. There are still many challenges that need attention in the effective management of these libraries. (Azizah et al., 2025)

Based on the above discussion, a more in-depth study is still needed regarding the effectiveness of village library management, particularly at the Pelita Hati Library in Nanggerang Jaya Village. This study differs from previous research in that it focuses on analyzing the effectiveness of library management as a means of improving community literacy using Richard M. Steers' theory of organizational effectiveness. This study aims to analyze the effectiveness of the management of the Pelita Hati Library and to identify the factors that support and hinder such management in improving public literacy. (Steers, 1977).

LITERATURE REVIEW

Literacy is the ability to seek, understand, process and use information to help in one's daily life. Literacy is not only being able to read and write but also being able to think critically, comprehend information and utilize the knowledge gained to solve different problems. Improving literacy can enhance the quality of human resources. This is because literacy provides access to knowledge, information and participation in social development. Improving literacy is therefore an important dimension in building a knowledgeable and competitive society. (History, 2024)

Village libraries are public spaces that serve as information, education and learning centers for the community. According to Law No. 43 of 2007 about Library, Libraries have educational, research, preservation, information and recreational functions to improve the intellectual development of the community. (*Law No. 43 of 2007*, 2007). In terms of village development, libraries can serve as means for fostering reading culture and literacy through the provision of different information sources and learning activities. (Bahaudin et al., n.d.)

Pelita Hati Library is a village library based in Nanggerang Jaya Village, Mandirancan Subdistrict, Kuningan Regency. It was built as a source of literacy for the people in the village by providing many kinds of books and literacy activities for them. Besides offering borrowing services, the library also conducts various literacy programs like reading groups, literacy and mathematics classes, and even activities together with other programs in the village. This library aims to become a learning place for the villagers. (Jaya et al., 2025)

To accomplish its predetermined objectives, an organization needs to have an organizational effectiveness measure. According to Richard M. Steers, there are four major areas through which organizational effectiveness can be measured. They include goal accomplishment, integration, adaptation, and sustainability. This is according to Richard M. Steers. Goal attainment refers to the ability of an organization to meet its established goals. Integration demonstrates an organization's ability to develop partnerships and work with others. Adaptation is the capacity of an organization to adapt to the changes and constraints which face it. Meanwhile, sustainability reflects an organization's ability to maintain its existence and carry out its functions on an ongoing basis. (Steers, 1977)

Richard M. Steers' theory of organizational effectiveness was used in this study because it can explain the level of success in managing the Pelita Hati Library as a facility for improving literacy. Through the dimensions of goal achievement, integration, adaptation, and sustainability, the researcher was able to analyze the extent to which the library is able to carry out its literacy functions, build cooperation with various parties, cope with resource constraints, and maintain its existence as a community learning center in Nanggerang Jaya Village. (Ilmiah & Riadi, 2025)

Previous Research

(Khumayah, 2021) The study titled "The Effectiveness of Village Funds for Village Development in Cirebon Regency" examines the effectiveness of village funds in supporting village development. The findings indicate that village funds play a role in enhancing development through the provision of facilities and infrastructure as well as community empowerment. This study is relevant because it similarly examines the effectiveness of a program in achieving its established goals. The difference is that the aforementioned study focuses on the effectiveness of using village funds for village development, whereas this study focuses on the effectiveness of managing the Pelita Hati Library as a center for literacy in Nanggerangjaya Village.

(Kadek et al., 2021) This study discusses the arrangement and management of village libraries to improve community literacy. The findings indicate that proper organization and management of village libraries can increase community interest in reading and utilizing library services. This study is relevant because it also examines village libraries as a means of improving literacy. However, the present study focuses specifically on the effectiveness of managing the Pelita Hati Library in Nanggerangjaya Village.

(Savitri et al., 2021) This study analyzes the role of village libraries in literacy-based community empowerment through various education and training programs. The findings indicate that libraries have a positive impact on improving community knowledge and skills. This study shares common ground with other research on village libraries and literacy development. However, the author's study focuses more on the effectiveness of library management than on the role of libraries in community empowerment.

(Bahaudin et al., n.d.) This study examines the role of the Pelita Desa Muntang Library in community empowerment through educational and literacy activities. This study found that the library's programs benefit various community groups. This study is relevant because it, like other research, examines village libraries as a means of improving the quality of life in the community. The difference is that this study emphasizes the effectiveness of the Pelita Hati Library's management in supporting community library activities.

(Jaya et al., 2025) This study examines the development strategies of the Beji Village Smart Library in fostering community interest in literacy through various service programs and literacy activities. This study is related to efforts to improve literacy through village libraries. The difference is that this study focuses on library development strategies, whereas the author's previous study focused on the effectiveness of managing the Pelita Hati Library as a medium for community learning.

Based on previous research, it can be concluded that village libraries play an important role in improving literacy and the quality of community resources. Various efforts undertaken include library organization, literacy-based community empowerment, the implementation of educational programs, and the development of library service strategies. Research findings indicate that effective library management can enhance the community's interest in reading, knowledge, and skills. However, these studies have primarily focused on the role of libraries, development strategies, and community

empowerment through libraries. Therefore, this study aims to complement existing research by analyzing the effectiveness of the management of the Pelita Hati Library as a center for literacy activities in Nanggerangjaya Village, thereby determining the extent to which library management is able to achieve the desired literacy goals.

RESEARCH METHOD

This study employs a qualitative approach using descriptive methods. The qualitative approach was used to gain an in-depth understanding of and describe the phenomena occurring in the management of the Pelita Hati Library as a literacy facility in Nanggerang Jaya Village. Through this approach, the researcher was able to obtain more comprehensive information regarding the effectiveness of library management based on conditions observed in the field.

The research was conducted at the Pelita Hati Library in Nanggerang Jaya Village, Mandirancan Subdistrict, Kuningan Regency. The selection of this research location was based on the fact that the Pelita Hati Library is a village library that plays a role in supporting literacy activities and still faces various challenges in its management.

Informants were selected using purposive sampling, which involves selecting informants who are considered knowledgeable and directly involved in library management. The informants in this study were the Village Head of Nanggerang Jaya and the Manager of the Pelita Hati Library. These informants were selected because they possessed relevant information regarding library management and the implementation of literacy activities.

Data collection methods included interviews, observations, and documentation. Interviews were used to obtain information directly from informants regarding library management; observations were conducted to assess the condition of the library and the implementation of literacy activities; and documentation was used to supplement research data related to the activities and management of the Pelita Hati Library.

The data analysis technique used in this study is based on the interactive analysis model proposed by Matthew B. Miles and A. Michael Huberman, which includes data reduction, data presentation, and drawing conclusions. The data obtained from interviews, observations, and documentation were then analyzed based on Richard M. Steers' theory of organizational effectiveness, which consists of the dimensions of goal attainment, integration, adaptation, and organizational sustainability.

RESEARCH RESULTS

Pelita Hati Library is one of the libraries found in the Nanggerang Jaya Village, and its purpose is to provide literacy services to the people of the community. The village government has been managing this library despite the changes in the leadership of the village. From the interviews carried out, the local government is willing to manage the current library in order to serve the people in the community.

"The new Village Head of NanggerangJaya said:"

"It is my duty as the new village head to manage the current Pelita Hati Library according to the regulations"

The above statement shows how much the village government wants the library to sustain itself as a literacy center. The local government has also educated the people of the community about the significance of libraries. However, in practice, several obstacles have been encountered that hinder the library's development.

As stated by the Village Head of Nanggerang Jaya:

"Alhamdulillah, the public has been able to understand this information. However, due to limited human resources, its implementation has not yet been fully effective"

Based on the results of these interviews, it was found that the public's understanding of the role of libraries is already quite good, but limited human resources remain one of the obstacles to their management.

The Pelita Hati Library organizes several activities aimed at fostering a love of reading among the community, particularly children and teenagers. These activities include group reading, reading lessons, math lessons, and other educational activities.

According to the librarian of the Pelita Hati Library, he said,

"Group reading programs, reading and mathematics classes for the children, and different activities conducted to cultivate a habit of reading."

All these different activities have become an effort of the library to become a tool for increasing the public literacy level in Nanggerang Jaya Village.

The results of the research show that there has been a good communication and coordination between the local government and library administrators. This can be seen from the way they collaborate on certain programs and activities which help the library in running its activities.

The librarian said,

"The communication and coordination that has taken place until now have made sure that the activities of Pelita Hati Library run smoothly."

The Pelita Hati Library has collaborated with the Adolescent Health Post in order to make the community participate in literacy activities.

There are some problems that are still faced by the library management. These challenges include limited human resources, a limited budget, and limited facilities and infrastructure.

According to the statement from the administrator of the library, he mentioned:

"The capacity of human resource in Nanggerang Jaya Village is not yet sufficient, which makes it hard for us to seek community members who would be able to manage the library actively."

In addition, as far as the facilities in the library go, the management said:

"The stock of books in the library is quite sufficient, however, in terms of space, it is not enough to optimally facilitate the activities in the library."

It is clear that the development of the library requires further assistance not only in terms of the human resource but also facilities and infrastructure.

The administration of the village government and the staff of the library continuously work on the maintenance and development of the Pelita Hati Library by organizing literacy programs and other activities to increase the community involvement in library activities.

DISCUSSION

This discussion section aims to analyze and understand the research findings discussed in the previous section by relating them to the theory of Effectiveness proposed by Richard M. Steers. This discussion focuses on several aspects, such as Goal Achievement, Integration, Adaptation, and Sustainability, in order to assess the extent to which the principles of Pelita Hati library management have been implemented in Nanggerang Jaya Village.

Goal Achievement

The achievement of objectives is one of the indicators used to assess an organization's effectiveness. According to Richard M. Steers, an organization can be considered succes if it is able to achieve its established objectives. In the context of this study, the primary objectives of establishing the Pelita Hati Library are to provide literacy resources for the community of Nanggerang Jaya Village and to increase the community's interest in reading and knowledge through various activities organized by the library.

Based on the research findings, the Pelita Hati Library has carried out a variety of activities that support these objectives. These activities include group reading, reading and math lessons for children, and various other educational activities involving the village community. Besides reading, the library also acts as a learning center for children and young adults. The above activities show that the library is not just a center where books are stored, but it acts as a learning resource center for the community.

The existence of these literacy programs indicates that the fundamental purpose of establishing the village library has been achieved. The community, especially the young ones, has started using the library as a source of information and widening of knowledge base. The above example shows that the Pelita Hati Library has played an important role in increasing the literacy rate in the Nanggerang Jaya village.

The achievement of these goals has not yet been fully optimized. Based on the interview results, the public's overall interest in reading remains relatively low, so the level of public participation in using library services has not yet reached its full potential. This situation means that the goal of improving literacy development has not yet been felt equally by all segments of the village community.

Based on Richard M. Steers' theoretical framework, indicators of goal achievement at the Pelita Hati Library show that the library has been operating quite effectively, as various literacy programs have been implemented and have benefited the community. However, this effectiveness still needs to be improved through efforts to increase community participation and expand the use of library services.

Integration

According to Richard M. Steers, integration refers to an organization's ability to build relationships, communicate, and collaborate with other parties to support the achievement of the organization's goals. Effective integration facilitates program implementation because of the support provided by the various parties involved.

The research findings indicate that the Pelita Hati Library maintains a fairly good relationship with the village authorities. The communication and coordination among the village head, village administrators, and management of the library are done regularly for the effective implementation of the library activities. Village head contributes to guidance and policy-making, and the administrators manage the library activities on a day-to-day basis.

In addition to building relationships with the local government, the Pelita Hati Library also collaborates with the Adolescent Posyandu program. Through this partnership, children and adolescents participating in Posyandu activities can take advantage of the library's services at the same time. This collaboration is one of the strategies implemented to increase community visits to the library while also promoting the importance of a reading culture from an early age.

The relationship between the village government and library staff demonstrates a shared goal of developing the library as a public literacy facility. Although the form of

coordination is still rudimentary, direct communication is considered quite helpful in implementing the various planned programs.

According to Richard M. Steers' theory, these conditions indicate that the integration aspect of the Pelita Hati Library's management has been carried out effectively. Cooperation, coordination, and communication among various parties serve as factors that support the continuity of library activities and help achieve the established goals.

Adaptation

It can be defined as the ability of an organization to cope up with environmental changes and various constraints that it encounters while performing its functions. In the opinion of Richard M. Steers, it is very important for organizations as it ensures their sustainability and effectiveness.

The research data reveals that the Pelita Hati Library is confronted with various problems during its functioning. The first one is the shortage of human resources that are responsible for running the library. There are few people from the community who are willing to take part in its functioning. In addition, the limited size of the village population also affects the availability of human resources that can be involved in library activities.

In addition to human resource challenges, limited library space also poses a challenge in managing the Pelita Hati Library. Although the collection of books and library materials is considered adequate, the limited size of the space prevents the community from making optimal use of the reading room. This situation has the potential to reduce visitors' comfort when using library services.

From a budgetary perspective, the local government continues to allocate funds to support library activities, even though the amount remains limited. The limited budget is due to the fact that village funds must also be used to meet various other development needs. Nevertheless, the local government and library staff continue to strive to maintain the various literacy programs that are already in place.

Given these circumstances, the Pelita Hati Library has demonstrated a fairly strong ability to adapt. Although there have been various obstacles, the literacy activities have still persisted, and the library continues to be a learning tool for the community members. It is therefore evident that the librarians and the village authorities have successfully adapted to the prevailing circumstances to ensure that the activities of the library persist.

Sustainability

Sustainability is an organization's ability to maintain its existence and carry out its functions on an ongoing basis. According to Richard M. Steers' theory, sustainability is a key indicator because it demonstrates an organization's ability to survive and thrive in the long term.

The sustainability of the Pelita Hati Library is supported by the commitment of the local government and the library team. The village head continues to provide support by establishing a management committee, offering guidance, and allocating funds for library activities. This support demonstrates the village government's commitment to the library as a hub for literacy in the community.

From the administrators' perspective, there is a commitment to continue carrying out various literacy activities despite resource constraints. Library management team are working to maintain existing services and are planning to develop broader literacy programs in the future, such as seminars and other educational activities.

The sustainability of the library is also guaranteed by cooperation between the library and village programs, as well as engaging the community members in the process. Such

actions are meant to raise the activity level of the library and make it an important part of the village.

From the perspective of Richard M. Steers' theory of barriers, the sustainability indicators at the Pelita Hati Library are generally quite positive. This is evident from the support of the local government, the commitment of the library staff, and the various ongoing development efforts. Although there are still shortcomings in various aspects, the library has been able to maintain its existence and fulfill its role as a literacy resource for the community of Nanggerang Jaya Village.

CONCLUSION

This study found that the Pelita Hati Library has played an important role as a community literacy center in Nanggerang Jaya Village. The library has implemented various literacy activities, such as group reading sessions, reading lessons, and arithmetic classes for children. These activities have provided learning opportunities and increased community access to literacy resources.

Communication and cooperation between the village government and library administrators have supported the implementation of library programs and maintained the continuity of library services. The collaboration with village programs has also encouraged community involvement in literacy activities.

Several challenges are still encountered in managing the library. Limited human resources, inadequate facilities, and low community participation have affected the optimization of library services. Despite these conditions, the village government and library administrators continue to maintain and develop literacy activities according to the available resources.

The management of the Pelita Hati Library can be considered quite effective in supporting community literacy in Nanggerang Jaya Village. Improvements in human resources, library facilities, and community participation are still needed to strengthen the role of the library as a sustainable community literacy center

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