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The Influence of the Social Inclusion-Based Library Transformation Program Implementation on the Image of the Solok Regency Public Library

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Abstract

The Social Inclusion-Based Library Transformation Program (TPBIS) has become an important strategy for strengthening the role of public libraries in community empowerment; however, empirical evidence regarding its influence on library image remains limited. This study aims to analyze the effect of TPBIS implementation on the image of the Solok Regency Public Library. A quantitative approach with an associative design was employed, involving 97 respondents selected through purposive sampling from TPBIS participants. Data were collected using a questionnaire and analyzed through descriptive statistics, simple linear regression, t-test, and coefficient of determination. The findings indicate that both TPBIS implementation and library image were categorized as high, with mean scores of 3.15. The regression analysis shows a positive relationship between TPBIS implementation and library image, as indicated by the equation $Y = 0.527 + 0.825X$. The t-test confirms a significant effect ($p < 0.05$), while the coefficient of determination shows that TPBIS implementation contributes 81.6% to library image. These findings suggest that social inclusion-based library programs play a strategic role in enhancing public

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perceptions of library institutions. This study concludes that effective TPBIS implementation significantly improves the image of the Solok Regency Public Library. The findings contribute to the literature on public library transformation and provide practical implications for library managers and local governments in strengthening institutional reputation, community engagement, and empowerment-oriented library services.

Keywords: Community Empowerment; Library Image; Program Implementation; Public Library; Social Inclusion-Based Library Transformation

INTRODUCTION

Public libraries have undergone a substantial transformation in response to rapid technological advancement, changing information behavior, and increasingly diverse community needs. Contemporary public libraries are no longer perceived merely as repositories of printed collections, but rather as dynamic community institutions that facilitate lifelong learning, social participation, and local development. This transformation reflects a paradigm shift from collection-oriented services toward community-centered services that emphasize accessibility, inclusiveness, and empowerment. Consequently, public libraries are expected to create tangible social impacts by providing learning opportunities, strengthening community capacity, and supporting sustainable local development (Aabø, 2005)

The changing role of public libraries has also altered public expectations regarding library services. Modern libraries are required to provide not only access to information but also collaborative spaces, digital literacy programs, creative activities, and community engagement initiatives that respond to local challenges. Such developments have encouraged libraries worldwide to adopt social inclusion as a fundamental principle in library management and service delivery. Within this framework, libraries function as public spaces where individuals from diverse social, educational, economic, and cultural backgrounds are able to access knowledge, develop competencies, and participate actively in community life (Aabø & Audunson, 2012).

The concept of social inclusion has consequently become one of the most influential approaches in contemporary library development. Rather than focusing solely on information provision, social inclusion emphasizes equal opportunities for every member of society to improve their quality of life through library services. Libraries are increasingly

expected to reduce social inequalities by expanding educational opportunities, enhancing digital competencies, facilitating community collaboration, and supporting economic empowerment. This perspective positions libraries as active contributors to social welfare instead of passive providers of information resources (Handayani & Suriyadi, 2025).

International experiences further demonstrate that libraries implementing social inclusion strategies are capable of generating significant community impacts. Various public libraries have successfully transformed themselves into community hubs that integrate learning activities, digital innovation, entrepreneurship support, and creative collaboration. Such initiatives have strengthened the relevance of public libraries within modern society while simultaneously improving public perceptions of libraries as institutions capable of addressing contemporary social challenges (Braun et al., 2014).

The strategic importance of socially inclusive libraries has also gained increasing attention in Indonesia. In response to evolving community needs, the National Library of Indonesia introduced the **Social Inclusion-Based Library Transformation (TPBIS)** program as a national initiative designed to reposition public libraries as centers of community empowerment. Through this policy, libraries are encouraged to organize activities that directly address local needs, including digital literacy training, entrepreneurship assistance, vocational skill development, and community learning programs. This transformation reflects a broader governmental commitment to maximizing the social functions of public libraries beyond conventional information services (Perpustakaan Nasional Republik Indonesia, 2020)

Previous studies indicate that the implementation of TPBIS has contributed positively to strengthening community participation in library activities. Social inclusion programs have encouraged libraries to become more responsive to local needs while promoting collaborative learning environments that benefit various community groups. Consequently, libraries are increasingly recognized as institutions capable of facilitating community empowerment through participatory programs rather than through traditional collection-based services alone (Rohman & Sukaesih, 2018).

The development of inclusive library services has also been associated with broader improvements in public literacy. Community-oriented library programs enable individuals to acquire practical knowledge, improve digital competencies, and develop entrepreneurial skills relevant to their socio-economic conditions. Accordingly, public libraries have become

strategic partners in promoting sustainable community development by integrating information access with capacity-building initiatives (Hamida & Sein, 2023).

Recent empirical evidence further supports the effectiveness of social inclusion programs implemented in Indonesian public libraries. Studies have shown that library transformation initiatives enhance community engagement by creating more relevant, participatory, and accessible services. Such programs not only increase library utilization but also strengthen the relationship between libraries and surrounding communities through continuous educational and empowerment activities (Istyarini & Rohmah, 2024).

Similarly, user perceptions regarding TPBIS implementation have generally been positive. Community members participating in social inclusion activities perceive these programs as beneficial for improving personal competencies and expanding opportunities for economic and social development. Nevertheless, several studies also suggest that the effectiveness of implementation remains dependent upon institutional capacity, resource availability, organizational commitment, and communication among stakeholders, indicating that successful implementation requires comprehensive managerial support (Alodia & Rahmah, 2022)

Policy implementation therefore becomes a crucial determinant of whether the intended objectives of TPBIS can be achieved effectively. Even well-designed public policies may fail to produce meaningful outcomes if they are not implemented consistently and systematically. The effectiveness of implementation depends on multiple organizational and environmental factors that collectively determine whether public programs can generate measurable impacts within society

Beyond achieving operational objectives, successful implementation may also influence how the public evaluates the institution responsible for delivering the program. When library services consistently address community needs through high-quality implementation, users are more likely to develop favorable perceptions regarding the institution's credibility, professionalism, and social value. Consequently, policy implementation should not merely be understood as an administrative process but also as an important mechanism through which institutional image is constructed and maintained (Nguyen & Leblanc, 2001).

The successful implementation of public library programs has increasingly been recognized as a determining factor in shaping institutional performance and public

perception. Libraries that effectively translate policy objectives into community-oriented services are more likely to establish stronger relationships with users and improve public trust. Therefore, implementation should be viewed not merely as the execution of policy directives but as a strategic process through which libraries demonstrate their institutional capacity, responsiveness, and commitment to community development (Hidayat & Guntur, 2025).

Within the field of public policy, implementation represents the stage where policy objectives are translated into concrete actions capable of generating measurable outcomes. The implementation process involves coordination among multiple organizational actors, adequate resource allocation, effective communication, supportive environmental conditions, and the commitment of implementing agencies. The absence of any of these components may substantially reduce policy effectiveness despite well-formulated objectives (Van Meter & Van Horn, 1975).

The Social Inclusion-Based Library Transformation (TPBIS) program reflects this implementation perspective by emphasizing practical community empowerment rather than merely expanding library collections or physical facilities. Through various educational, technological, and entrepreneurial activities, TPBIS seeks to strengthen libraries as centers of learning capable of improving both individual competencies and community welfare. Consequently, evaluating implementation quality becomes essential because the success of the program depends not only on its existence but also on how consistently and effectively it is executed in practice (Cahyaningtyas, 2024).

Previous empirical studies have consistently highlighted the positive contribution of TPBIS toward strengthening library services and community participation. Research conducted in various Indonesian public libraries demonstrates that social inclusion initiatives encourage active community involvement, improve learning opportunities, and expand the social functions of libraries beyond traditional information services. These findings indicate that TPBIS has become an important strategy for enhancing the societal relevance of public libraries (Istyarini & Rohmah, 2024).

Similarly, another study reported that users generally perceive TPBIS implementation positively because the activities provided correspond to community needs and contribute to improving participants' practical knowledge and skills. The study further suggested that social inclusion initiatives strengthen the interaction between libraries and communities by

encouraging collaborative learning environments that are more responsive to local contexts (Alodia & Rahmah, 2022).

Community empowerment has become one of the primary outcomes expected from TPBIS implementation. By organizing digital literacy training, vocational education, entrepreneurship assistance, and various community-based learning activities, public libraries have expanded their contribution to social and economic development. Such initiatives illustrate that libraries are increasingly functioning as agents of community transformation rather than solely as providers of information resources (Ningsih & Sayekti, 2023).

The transformation of public libraries into community empowerment institutions also requires continuous improvement in service quality. Library services that are responsive, accessible, and professionally managed are expected to strengthen users' overall experiences while encouraging repeated participation in library programs. Consequently, service quality remains an essential element supporting the effectiveness of social inclusion initiatives (Putri et al., 2025).

Numerous studies have demonstrated that service quality significantly influences public evaluations of library performance. Users who experience reliable services, supportive staff, and relevant programs tend to report higher levels of satisfaction, which subsequently contribute to more favorable institutional perceptions. Therefore, service quality constitutes an important mechanism through which libraries establish positive relationships with their communities (Barfi et al., 2023).

This relationship between service quality and institutional perception has long been emphasized within service marketing literature. Customer evaluations are largely formed through accumulated service experiences rather than promotional activities alone. Consequently, institutions providing consistent, reliable, and user-oriented services are more likely to develop stronger reputations and greater public confidence (Parasuraman et al., 1988).

Within library settings, institutional image represents users' overall perceptions regarding credibility, reliability, professionalism, and social value. A positive library image encourages public trust, strengthens institutional legitimacy, and increases community willingness to utilize library services. Therefore, maintaining a favorable institutional image has become an increasingly important objective for modern public libraries seeking long-term sustainability (Aurelia et al., 2023).

Previous research further indicates that positive institutional image is closely associated with users' perceptions of service quality and organizational performance. When libraries consistently deliver services that meet community expectations, users tend to develop stronger confidence in the institution while simultaneously recommending library services to others. Such perceptions contribute to strengthening institutional reputation within the broader community (Risparyanto, 2022).

Likewise, empirical findings suggest that improvements in library service quality positively influence user satisfaction, which subsequently enhances institutional reputation. Libraries capable of responding effectively to changing community expectations are more likely to establish favorable public images because users perceive them as adaptive, relevant, and beneficial institutions (Qatrunnada et al., 2023).

From a broader organizational perspective, institutional image represents an accumulation of public experiences, beliefs, and evaluations regarding organizational performance. Positive experiences generated through effective service delivery gradually develop into organizational reputation, whereas inconsistent implementation may weaken public confidence regardless of organizational intentions. Consequently, institutional image should be understood as an outcome that evolves through continuous interaction between organizations and their stakeholders (Kotler & Keller, 2016).

Although previous studies have provided valuable insights regarding TPBIS implementation, community empowerment, service quality, and institutional image, most investigations have examined these issues independently. Existing studies primarily focus on describing implementation processes, evaluating user perceptions, or assessing community participation without quantitatively investigating how implementation quality influences the institutional image of public libraries. Consequently, empirical evidence explaining the causal relationship between TPBIS implementation and library image remains relatively limited.

The review of previous studies reveals two important research gaps. First, most existing studies adopt descriptive approaches emphasizing the implementation process or users' perceptions of TPBIS rather than empirically examining its organizational consequences. Second, limited quantitative studies investigate whether the quality of TPBIS implementation significantly contributes to strengthening the institutional image of district-level public libraries. As a result, the relationship between policy implementation and library

image remains insufficiently explored, particularly within local public library contexts where TPBIS has become a national strategic program.

Understanding the relationship between policy implementation and institutional image requires a comprehensive theoretical framework capable of explaining both implementation effectiveness and organizational outcomes. This study adopts the policy implementation model proposed by Van Meter and Van Horn, which conceptualizes implementation as a multidimensional process influenced by six interrelated variables: policy standards and objectives, resources, characteristics of implementing organizations, implementers' dispositions, inter-organizational communication, and the surrounding social, economic, and political environment (Van Meter & Van Horn, 1975). The model has been widely employed in public administration research because it provides a systematic explanation of how implementation quality determines policy performance.

Among these dimensions, policy standards and objectives provide strategic direction for implementation activities, while adequate resources determine the operational capacity of implementing organizations. Organizational characteristics and implementers' commitment influence the consistency of policy execution, whereas effective communication ensures coordination among stakeholders involved in policy implementation. Furthermore, environmental conditions shape the extent to which public policies can be accepted and supported by surrounding communities. These interconnected dimensions suggest that successful implementation cannot be attributed to a single factor but rather to the interaction of organizational, managerial, and environmental components (Jaya, 2024)

In the context of TPBIS, these implementation dimensions become particularly relevant because the program involves collaboration between library managers, local governments, community organizations, and library users. The effectiveness of the program therefore depends on the ability of implementing institutions to coordinate available resources, communicate policy objectives, encourage community participation, and continuously adapt services according to local needs. Consequently, the implementation framework provides a suitable analytical foundation for evaluating whether TPBIS has been translated into meaningful community-oriented services (Muminah & Suprajogo, 2025).

While implementation theory explains the process through which public policies are executed, understanding the organizational consequences of implementation requires a complementary perspective concerning institutional image. Institutional image represents the

overall perception developed by stakeholders through their direct experiences, accumulated knowledge, and continuous interactions with an organization. Rather than being established through promotional activities alone, institutional image evolves gradually through the quality, consistency, and credibility of organizational performance delivered over time (Nguyen & Leblanc, 2001).

Within public library services, institutional image reflects users' perceptions regarding trustworthiness, service quality, organizational reputation, attractiveness, and overall service experiences. Libraries capable of consistently providing relevant programs, professional services, and meaningful community engagement are more likely to establish favorable public images that strengthen institutional legitimacy. Positive institutional image subsequently contributes to higher public confidence, greater participation, and stronger community support for library development initiatives (Hidayat & Guntur, 2025).

The relationship between policy implementation and institutional image can therefore be understood as a logical organizational process. Effective implementation enables libraries to deliver services that correspond to community expectations, thereby generating positive user experiences. These experiences gradually shape perceptions of credibility, reliability, and professionalism, which collectively contribute to strengthening institutional image. Conversely, ineffective implementation may reduce public confidence despite the existence of well-designed policy objectives. Accordingly, implementation quality constitutes an important determinant of how public libraries are perceived by their communities (Aurelia et al., 2023).

Despite increasing scholarly attention devoted to TPBIS implementation, empirical evidence explaining this relationship remains limited, particularly within district-level public libraries in Indonesia. Most previous investigations emphasize implementation achievements, community participation, or service innovation without directly measuring whether implementation quality significantly affects institutional image. Consequently, there remains insufficient quantitative evidence demonstrating how successful policy implementation contributes to strengthening public perceptions of library institutions (Qatrunnada et al., 2023).

The novelty of this study lies in its integration of public policy implementation theory and institutional image theory to explain the organizational consequences of the Social Inclusion-Based Library Transformation program within the context of Indonesian public

libraries. Unlike previous studies that primarily provide descriptive accounts of TPBIS implementation or focus separately on community empowerment and service quality, this research quantitatively examines the influence of TPBIS implementation on the institutional image of a district-level public library using measurable empirical evidence collected from program participants. This integrated analytical perspective provides a more comprehensive understanding of how implementation effectiveness contributes to strengthening public perceptions of library institutions.

Furthermore, this study contributes to the growing body of library and information science literature by extending the discussion beyond operational implementation toward organizational outcomes. Rather than assessing whether TPBIS activities have merely been conducted, this research investigates whether successful implementation produces meaningful institutional value in the form of improved public image. Such an approach broadens existing discussions regarding the strategic role of public libraries as community empowerment institutions while simultaneously enriching empirical evidence concerning policy implementation within library settings (Cahyaningtyas, 2024).

The empirical setting of this study also provides additional academic significance. Although TPBIS has been implemented in numerous Indonesian public libraries, quantitative evidence derived from district-level public libraries remains relatively scarce. Examining the Solok Regency Public Library therefore offers an opportunity to understand how national policy implementation operates within local institutional contexts characterized by different community needs, organizational capacities, and service environments. Consequently, the findings are expected to complement previous studies conducted in larger urban libraries while providing broader insights into local public library development.

Based on these considerations, this study aims to examine the influence of the implementation of the Social Inclusion-Based Library Transformation (TPBIS) program on the institutional image of the Solok Regency Public Library. Specifically, the study evaluates whether the quality of TPBIS implementation contributes significantly to strengthening public perceptions regarding trust, reputation, perceived service quality, institutional attractiveness, and user experience. Through quantitative analysis, this research seeks to provide empirical evidence regarding the organizational implications of policy implementation within public library services.

The findings of this study are expected to contribute theoretically by enriching the literature on library transformation, public policy implementation, and institutional image through an integrated analytical framework applicable to community-oriented public libraries. From a practical perspective, the results are expected to provide evidence-based recommendations for library managers and policymakers in improving the effectiveness of TPBIS implementation, strengthening community engagement, and enhancing the institutional image of public libraries as sustainable centers of lifelong learning, digital inclusion, and community empowerment.

METHODS

This study employed a quantitative approach with an associative (causal) design to examine the influence of the Social Inclusion-Based Library Transformation Program (TPBIS) implementation on the image of the Solok Regency Public Library. The study involved one independent variable, namely TPBIS implementation, and one dependent variable, namely library image. The implementation variable was measured using six indicators derived from Van Meter and Van Horn's policy implementation theory: policy standards and objectives, resources, organizational characteristics, implementer disposition, interorganizational communication, and social, economic, and political environment. Meanwhile, the library image variable was measured using five indicators adapted from Kotler's concept of organizational image, including trust, reputation, perceived quality, attractiveness, and user experience.

The population consisted of 2,919 participants who had taken part in TPBIS activities at the Solok Regency Public Library in 2025. The sample was determined using the Slovin formula with a 10% margin of error, resulting in 97 respondents. Participants were selected through purposive sampling because they had direct experience participating in TPBIS activities and were therefore considered capable of providing relevant information regarding program implementation and library image.

Data were collected using a structured questionnaire distributed online through Google Forms. The instrument consisted of 33 statements, including 18 items measuring TPBIS implementation and 15 items measuring library image. Responses were assessed using a four-point Likert scale ranging from strongly disagree to strongly agree. Prior to data collection, the instrument was tested for validity and reliability. All questionnaire items were

declared valid with r-values exceeding the required threshold (r-table = 0.361). Reliability testing using Cronbach's Alpha produced coefficients of 0.902 for TPBIS implementation and 0.891 for library image, indicating that the instrument was highly reliable.

The study was conducted in May 2026, and data collection took place from 23 to 28 May 2026. The collected data were analyzed using SPSS. Descriptive statistical analysis was first employed to describe respondents' perceptions based on mean scores. Subsequently, assumption testing was conducted through normality and linearity tests. Hypothesis testing was performed using simple linear regression analysis, followed by a t-test to determine the significance of the relationship between variables. The coefficient of determination (R^2) was also calculated to identify the contribution of TPBIS implementation to the library image. These analytical procedures were applied to ensure that the study objectives were addressed systematically and objectively.

RESULTS

Normality Test

The normality test was conducted to determine whether the residual values were normally distributed. A regression model is considered appropriate when its residuals follow a normal distribution. In this study, the normality assumption was examined using the Normal P–P Plot of Regression Standardized Residuals.

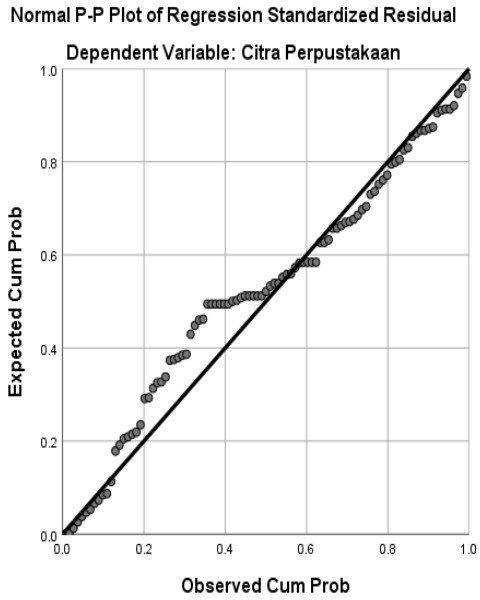

Figure 1. Normal P–P Plot of Regression Standardized Residuals Result

Based on the Figure 1. Normal P–P Plot of Regression Standardized Residuals Result, the data points are distributed around the diagonal line and closely follow its direction. This pattern indicates that the residual values are normally distributed. Therefore, the normality assumption has been satisfied, and the regression model is considered suitable for further statistical analysis.

Linearity Test

The linearity test was conducted to determine whether a linear relationship existed between the implementation of the TPBIS Program and Library Image.

Table 1. Linearity Test Results

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Library Image * Implementation of TPBIS Program	Between Groups	(Combined)	5965.931	31	192,449	14,581	.000
		Linearity	5565.673	1	5565.673	421,699	.000
		Deviation from Linearity	400,259	30	13,342	1,011	.471
	Within Groups		857,883	65	13,198		
	Total		6823.814	96			

source: Compiled by the researcher (2026)

Based on the table 1. linearity test results, the significance value of Deviation from Linearity was 0.471, which is greater than 0.05. This indicates that the relationship between TPBIS Program Implementation and Library Image is linear. Therefore, the linearity assumption required for regression analysis was satisfied.

Hypothesis Testing

1) Simple Linear Regression Analysis

Simple linear regression analysis was employed to examine the effect of TPBIS Program Implementation on Library Image.

Table 2. Simple Linear Regression Results

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.527	2,324		.227	.821
	Implementation of the TPBIS Program	.825	.040	.903	20,500	.000

a. Dependent Variable: Library Image

source: Compiled by the researcher (2026)

Based on the Table 2. Simple linear regression result, the obtained equation was: Y = 0.527 + 0.825X. The regression coefficient (β = 0.825) indicates a positive relationship between TPBIS Program Implementation and Library Image. This result suggests that an increase in the implementation of the TPBIS Program is followed by an increase in the Library Image score. Therefore, effective implementation of the TPBIS Program contributes positively to strengthening the image of the Solok Regency Public Library.

2) t-Test (Partial)

The t-test was conducted to determine the significance of the effect of TPBIS Program Implementation on Library Image.

Table 3. t-Test Results

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.527	2,324		.227	.821
	Implementation of the TPBIS Program	.825	.040	.903	20,500	.000
a. Dependent Variable: Library Image						

source: Compiled by the researcher (2026)

The Table 3. t-Test Result showed that the calculated t-value was 20.500, which exceeded the critical t-value of 1.985 (20.500 > 1.985). In addition, the significance value was 0.000, which was lower than the significance level of 0.05 (0.000 < 0.05). These findings indicate that the implementation of the TPBIS Program has a positive and significant effect on the image of the Solok Regency Public Library. Therefore, the research hypothesis was accepted.

3) Coefficient of Determination (R^2)

The coefficient of determination (R^2) was used to measure the extent to which TPBIS Program Implementation explains variations in Library Image.

Table 4. Coefficient of Determination Results

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.903 [a]	.816	.814	3,639
a. Predictors: (Constant), Implementation of the TPBIS Program				

source: Compiled by the researcher (2026)

The Table 4 Coefficient of Determination results showed an R Square value of 0.816, indicating that 81.6% of the variation in Library Image can be explained by the

implementation of the TPBIS Program. The remaining 18.4% is influenced by other factors not examined in this study. These findings demonstrate that TPBIS Program Implementation has a strong contribution to shaping the image of the Solok Regency Public Library.

DISCUSSION

The findings of this study demonstrate that the implementation of the Social Inclusion-Based Library Transformation Program (TPBIS) at the Solok Regency Public Library was categorized as high, with a mean score of 3.15. Similarly, the library image variable also achieved a mean score of 3.15, indicating that respondents generally perceived the library positively after participating in TPBIS activities. These findings suggest that the program has been implemented effectively and has contributed to the development of a favorable institutional image among community members. The high level of TPBIS implementation can be observed across all six implementation indicators proposed by Van Meter and Van Horn, namely policy standards and objectives, resources, organizational characteristics, implementer disposition, interorganizational communication, and environmental conditions. Among these indicators, resources obtained the highest mean score (3.23), indicating that the availability of facilities, supporting infrastructure, and staff assistance played a significant role in ensuring successful program implementation. Respondents reported that the facilities provided during TPBIS activities were adequate and supported their participation in various learning and empowerment activities. This finding highlights the importance of resource availability in public policy implementation, as adequate resources enable organizations to deliver services more effectively and efficiently (Van Meter & Van Horn, 1975).

The relatively high score for the communication indicator (3.19) further demonstrates that information regarding TPBIS activities was disseminated effectively to participants. Most respondents agreed that they received information about activities in a timely manner and could easily understand instructions provided by library staff. Effective communication is a critical component of policy implementation because it facilitates coordination, minimizes misunderstandings, and enhances stakeholder participation (Edward III, 1980). The present findings indicate that communication mechanisms

established by the Solok Regency Public Library successfully supported program implementation and strengthened participant engagement.

Another important finding concerns the disposition of implementers, which achieved a mean score of 3.16. Respondents perceived library staff as committed, helpful, and responsive throughout program implementation. In particular, the item related to staff friendliness received one of the highest scores among all implementation indicators. This result suggests that human factors remain crucial in determining the effectiveness of social inclusion programs. Positive interactions between staff and participants can create a supportive learning environment, encourage participation, and increase satisfaction with library services. Consequently, successful implementation is influenced not only by structural or administrative factors but also by the attitudes and commitment of frontline personnel.

From the perspective of library image, the reputation indicator recorded the highest mean score (3.21), indicating that respondents viewed the Solok Regency Public Library positively following their involvement in TPBIS activities. Participants believed that the library had become more widely recognized and appreciated within the community. This finding is particularly significant because reputation represents one of the most valuable intangible assets of a public institution. A strong reputation enhances public trust, encourages continued participation, and increases institutional legitimacy (Kotler & Keller, 2016). Therefore, TPBIS appears to function not only as a community empowerment initiative but also as a strategic instrument for strengthening the public image of libraries.

The results of the regression analysis provide further evidence of the relationship between TPBIS implementation and library image. The regression equation, $Y = 0.527 + 0.825X$, indicates a positive relationship between the two variables. The regression coefficient of 0.825 suggests that every one-unit increase in TPBIS implementation is associated with an increase of 0.825 units in library image. This result confirms that improvements in program implementation are directly followed by improvements in public perceptions of the library.

The significance test further supports this conclusion. The calculated t-value of 20.500 exceeded the critical value of 1.985, while the significance level was 0.000, which is substantially below the threshold of 0.05. These findings indicate that TPBIS implementation has a statistically significant positive effect on library image. Consequently, the research

hypothesis is accepted, confirming that effective implementation of TPBIS contributes significantly to the formation of a positive library image.

One of the most notable findings of this study is the coefficient of determination (R^2) value of 0.816. This result indicates that 81.6% of the variation in library image can be explained by TPBIS implementation, while the remaining 18.4% is influenced by other factors outside the scope of the study. Such a high coefficient demonstrates that TPBIS implementation is a dominant factor influencing public perceptions of the library. In social science research, an explanatory power exceeding 80% is generally considered very strong, suggesting that the program has become a central mechanism through which community members evaluate the performance and relevance of the library.

The findings of this study are consistent with previous research emphasizing the importance of social inclusion-based library programs in enhancing community engagement and empowerment. Alodia & Rahmah (2022) reported that users generally held positive perceptions of social inclusion initiatives implemented by public libraries. Similarly, Istyarini & Rohmah (2024) found that TPBIS contributed to strengthening community participation and expanding the social functions of libraries. The present study supports these findings by demonstrating that successful implementation not only empowers communities but also improves institutional image.

The results also reinforce the argument that libraries have evolved into community-centered institutions rather than merely information providers. Agriza et al. (2025) argued that social inclusion-based library transformation enables libraries to function as agents of community empowerment. Likewise, Handayani & Suriyadi (2025) emphasized that TPBIS strengthens the social relevance of libraries in contemporary society. The current findings extend these arguments by showing that community empowerment outcomes can simultaneously generate reputational benefits for libraries.

Furthermore, the study aligns with previous research concerning service quality and organizational image. Parasuraman et al. (1988) suggested that positive service experiences significantly influence public perceptions of organizations. Similarly, Nguyen & Leblanc (2001) argued that organizational image is largely shaped by customer experiences and service interactions. The positive evaluations expressed by respondents regarding staff support, communication quality, and service delivery indicate that TPBIS creates meaningful experiences that contribute to the development of a favorable library image.

From a theoretical perspective, this study contributes to the literature by integrating policy implementation theory and organizational image theory within the context of public libraries. Previous TPBIS studies primarily focused on program implementation or community empowerment outcomes. In contrast, this study demonstrates that implementation effectiveness can also be examined through its impact on institutional image. The findings therefore expand the application of Van Meter and Van Horn's implementation framework beyond policy outcomes and illustrate its relevance for understanding public perceptions of service institutions. Practically, the findings provide important implications for library management and policymakers. The strong influence of TPBIS implementation on library image suggests that libraries should continue investing in community-based programs that address local needs. Particular attention should be given to maintaining adequate resources, improving communication strategies, and strengthening staff capacity because these factors were associated with positive participant evaluations. In addition, local governments should continue supporting TPBIS initiatives because the program not only benefits communities but also enhances the public value and legitimacy of library institutions.

Despite its contributions, this study has several limitations. First, the research was conducted in a single public library, limiting the generalizability of the findings to other regions. Different social, economic, and cultural contexts may influence implementation outcomes and public perceptions. Second, the study relied exclusively on self-reported questionnaire data, which may be affected by subjective bias. Third, the research examined only one independent variable, whereas other factors such as service quality, facilities, leadership, digital services, and user satisfaction may also contribute to library image. Future studies are therefore encouraged to incorporate additional variables, larger samples, and comparative approaches involving multiple libraries.

Overall, this study confirms that the implementation of the Social Inclusion-Based Library Transformation Program plays a significant role in shaping the image of the Solok Regency Public Library. Effective implementation characterized by adequate resources, supportive communication, committed staff, and favorable environmental conditions not only enhances community empowerment but also strengthens public trust, reputation, and positive perceptions of the library. These findings underscore the strategic importance of TPBIS as both a community development initiative and a mechanism for strengthening the institutional image of public libraries.

CONCLUSION

This study concludes that the implementation of the Social Inclusion-Based Library Transformation Program (TPBIS) at the Solok Regency Public Library has been carried out effectively and has contributed significantly to strengthening the library's image. The findings revealed that both TPBIS implementation and library image were categorized as high, indicating that the program has been positively perceived by participants and has successfully enhanced public perceptions of the library. Furthermore, statistical analysis demonstrated a positive and significant relationship between TPBIS implementation and library image. The regression results showed that improvements in program implementation were followed by improvements in public perceptions of the library, while the coefficient of determination indicated that TPBIS implementation explained a substantial proportion of the variation in library image. These findings confirm that the research objective, namely to examine the influence of TPBIS implementation on the image of the Solok Regency Public Library, has been successfully achieved.

The study contributes both theoretically and practically. From a theoretical perspective, it expands the application of policy implementation theory in the context of library and information science by demonstrating that effective program implementation not only influences program outcomes but also affects institutional image. From a practical perspective, the findings provide evidence that social inclusion-based library programs can serve as strategic instruments for strengthening public trust, reputation, and community engagement. The study also highlights the importance of adequate resources, effective communication, organizational readiness, and staff commitment in ensuring successful program implementation.

The implications of this research suggest that public libraries should continue developing community-centered programs that address local needs and encourage active participation. Sustained support from local governments and stakeholders is also necessary to ensure the continuity and effectiveness of TPBIS initiatives. In addition, libraries should continuously evaluate program implementation to maintain positive public perceptions and institutional relevance. Despite its contributions, this study was limited to a single public library and examined only one independent variable. Therefore, future research is recommended to involve broader research settings, larger samples, and additional variables such as service quality, user satisfaction, digital services, or organizational performance to

obtain a more comprehensive understanding of the factors influencing library image. Such efforts will further enrich the literature on social inclusion-based library transformation and support evidence-based library development strategies.

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