

Analysis of School Library Management Through the POAC Approach and its Impact on Student Literacy at MA YPK Cijulang

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Abstract (10 pt)	Article History
School library management is a crucial factor in supporting students' literacy development. However, the condition of the library at MA YPK Cijulang shows that the implementation of management functions, such as planning, organizing, implementing and controlling (POAC), is not optimal. This study aims to analyze library management through the POAC approach and its impact on student literacy. The method used was descriptive qualitative with data collection techniques in the form of observation, interviews and documentation. The results showed that the library does not have a clear strategic plan, the classification and cataloguing system has not been implemented, literacy activities are minimal, and there is no periodic evaluation. As a result, students have difficulty accessing relevant reading materials and are less motivated to improve their literacy skills. These findings show that weaknesses in library management have a direct impact on students' reading culture and literacy quality. Therefore, there needs to be a comprehensive overhaul of the library management system so that it can play an optimal role as a center for learning and developing students' literacy in the era of educational transformation.	Received: 23 August 2025 Revised: 25 August 2025 Accepted: 28 February 2026
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1. Introduction

The school library is one of the important elements in supporting the learning process and developing students' literacy. As a learning resource center, the library not only functions as a place to store books, but also as a vehicle to foster interest in reading and improve students' literacy skills. Therefore, effective and efficient library management is needed so that the library can make an optimal contribution to improving student literacy.

School library management is part of organizational management that involves a series of structured processes to achieve predetermined goals. According to Terry, G. R (1958) management is a typical process consisting of four main functions, namely Planning, Organizing, Actuating, and Controlling, which is abbreviated as POAC. These four functions are interrelated and must be carried out in an integrated manner to achieve successful management of organizations, including school libraries.

The planning function in library management includes setting goals, preparing work programs, and making strategic decisions to optimize library services. Organizing involves managing human resources, library materials and infrastructure to support the smooth operation of the library. The actuating function focuses on the implementation of library activities, including services to users and the development of literacy programs. Meanwhile, controlling aims to monitor and evaluate the implementation of library activities so that they are in accordance with the plan and can make improvements if necessary.

In the context of libraries, Terry (1958) also emphasized that library management should involve careful planning to determine the objectives and strategies for managing collections and services, organizing library resources so that they can function optimally, implementing effective library operations, and controlling to ensure that all activities go according to plan and make improvements when needed. Various previous studies have shown the importance of good library management in improving student literacy. For example, Widiyawati's research (2020) at MTs Al Anwar Sampiran Talun, Cirebon Regency found that library management in accordance with national library standards was able to increase student awareness of visiting the library, improve literacy competence, and student reading fluency through the provision of adequate library materials and regular services. This is in line with Handayani & Zulkarnain's research, (2022) which shows that library management at SDN Klakahrejo I/578 Surabaya plays an important role in improving students' reading skills through proper collection management, attractive services, and digital-based literacy programs.

In addition, Sari & Rahmawati's (2019) research at SDN 1 Kebonagung emphasized the importance of a comfortable library space and good management as the main factors in increasing students' interest in reading. Although constrained by limited management staff, a well-managed library can still provide optimal benefits for student literacy development. Prasetyo (2020) also asserted that effective library management strategies, including organizing resources and implementing literacy programs, contribute positively to increasing students' interest in reading.

Good library management is believed to have a positive impact on student literacy, which is the ability of students to understand, process and use information effectively.

Good literacy is very important in facing the current era of information and technology, so school libraries must be managed professionally and oriented towards improving the quality of student literacy. This study aims to analyze the condition of school library management at MA YPK Cijulang based on the POAC management function and its impact on student literacy. By using George R. Terry's management theoretical framework, it is hoped that this study can provide a comprehensive picture of library management and its contribution to improving student literacy in the school.

2. Material and Methods

This study uses a qualitative descriptive method to analyze library management at MA YPK Cijulang and see its impact on student literacy. In accordance with Sugiyono's opinion, (2010) qualitative methods are used to examine natural object conditions, where the researcher acts as a key instrument, data collection is done in triangulation (combined), analysis is inductive, and research results emphasize meaning rather than generalization. This approach was chosen so that the data obtained reflects the reality in the field naturally and thoroughly, without engineering or manipulation. Data were collected through observations, interviews and documentation to describe narratively how library management is carried out and the extent to which it contributes to improving literacy in the school environment.

3. Results

Based on direct observation in the field, the MA YPK Cijulang library has not yet carried out optimal management. This can be seen from various fundamental aspects that have not been well organized. One of the main problems is the absence of administrative management and the absence of a collection classification and cataloging system. As a result, the book search process is inefficient and makes it difficult for students to find reading materials that suit their needs. This condition directly impacts the low interest in reading because access to information sources is not easy.

In addition, library activities were observed to run passively. There were no literacy programs designed to encourage student engagement in reading activities or improve literacy skills. Services were limited to conventional lending with no innovation in the form of thematic activities, promotion of new books or information literacy training. Another problem is the absence of a regular monitoring and evaluation system. Many problems in the library, such as damaged or less desirable collections, are not addressed immediately because there is no feedback mechanism. This has led to the recurrence of problems that could have been addressed earlier and has resulted in the overall low quality of library services. In general, these findings show that the MA YPK Cijulang

library still faces various challenges in its efforts to provide effective information and literacy services for its students.

So there must be a comprehensive effort to improve the library management system, starting from administrative arrangements, developing classification and cataloging systems, to implementing active and sustainable literacy programs, so that the library can function optimally as a center for information and improving student literacy.

4. Discussion

In analyzing the library management of MA YPK Cijulang, the POAC (Planning, Organizing, Actuating, Controlling) theoretical framework is very relevant to systematically outline the management functions. Each POAC function has an important role in ensuring the library can operate effectively and have a positive impact on student literacy. However, observations showed significant shortcomings in each of these functions.

A. Planning

Planning is the initial stage in management that aims to set clear goals, strategies, and operational steps so that library management is directed and measurable (Koonnt & Cyril, 1972). Careful planning allows the library to anticipate user needs and allocate resources efficiently. Meanwhile, the observation shows that the library does not have an annual program document, activity schedule, or clear performance targets. There is no strategic planning that guides collection or service development. As a result, library activities are reactive and unstructured.

Ideally, a school library should have an annual work plan that includes specific objectives, indicators of success, and budget and human resource allocations. This plan should also accommodate literacy programs that are integrated with the school curriculum to increase students' interest in reading (Kuhlthau, 2010). Thus, planning becomes the foundation that directs all library activities in a systematic and sustainable manner.

B. Organizing

Organizing aims to arrange resources, both human, collections, and facilities, so that they can function optimally and efficiently (George R. Terry, 1977). In the context of libraries, organization includes a collection classification system, administrative records, and the division of managerial duties.

Meanwhile, at MA YPK Cijulang. The book collection has not been arranged with a clear classification such as Dewey Decimal Classification (DDC), there is no catalog card or

loan master book. The division of duties of managers is not documented, so that the management of collections and services is unstructured and difficult to access by users.

According to Murtando & Masruri (2021), the application of a standardized classification system such as DDC is very important to facilitate the search and retrieval of information. In addition, administrative documentation such as catalog cards and loan master books must be well managed so that the library can accurately monitor collections and user activities. Good organization of library collections, including the application of an appropriate classification system, can increase the efficiency of information searches and facilitate access for users, which in turn can increase student interest in reading (Sari & Rahmawati, 2018).

C. Actuating

Implementation is the stage where planning and organizing are actualized through daily operational activities. This function involves motivation, communication, and mobilization of resources to achieve predetermined goals (Koontz & O'Donnell, 1972). In the field, it was found that the implementation of library services was still very minimal. Student visits are low and not systematically recorded. Book borrowing is done without a membership card and without a recording system, making it difficult to control the collection and know the needs of users. There are no literacy programs or activities specifically designed to increase interest in reading.

According to Lance & Hofschire (2012), libraries that actively implement literacy programs and use an organized lending system can significantly improve students' literacy levels. Effective implementation also includes providing comfortable and attractive facilities so that students are encouraged to use the library more often as a learning resource. Therefore, libraries should implement digital lending systems and hold regular and innovative literacy activities.

D. Pengendalian (Controlling)

Control is the process of monitoring and evaluating the implementation of activities in accordance with predetermined plans and standards. This function is important to identify deviations and make continuous improvements (George R. Terry, 1977).

However, observations found no regular evaluation of library performance, no feedback mechanism from users, and many damaged book collections without maintenance procedures. The library's documentation has also not been running well, making it difficult to monitor and improve.

Bundy's (2004) research emphasizes the importance of regular evaluation, at least quarterly, to maintain the quality of library services. A good control system should also

involve a feedback mechanism from users so that the library can be responsive to needs and complaints. With effective control, the library can continue to improve services and preserve the collection so that it remains useful for students.

From the results of the explanation above, the lack of optimal library management at MA YPK Cijulang has a significant negative impact on the development of student literacy. The condition of the library, which does not have a mature plan, makes literacy activities undirected and unsustainable. In addition, the unsystematic organization of the collection, such as the absence of clear book classification and complete administrative documentation, makes it difficult for students to access the reading resources they need. This certainly hampers students' reading interest and overall literacy skills.

Ideally, school libraries should be managed by applying the POAC management function thoroughly. A clear and measurable plan will be the basis for developing a literacy program that suits students' needs and supports the school curriculum (Koontz & O'Donnell, 1972). Good collection organization with a standard classification system and complete documentation will facilitate access to information for students. Active service delivery, including regular literacy programs and the use of digital lending systems, as well as the provision of comfortable facilities, will increase the interest and frequency of library use by students. Finally, effective control through regular evaluation and feedback mechanisms will ensure that library services are always relevant and of high quality.

With good library management like this, the library is not only a place to store books, but also acts as a literacy center that can significantly improve students' reading and learning skills. Therefore, a comprehensive revamping of MA YPK Cijulang's library management is needed so that the library can have the maximum positive impact on student literacy.

5. Conclusion

Based on the results of field findings and analysis using the POAC framework, it can be concluded that the library management of MA YPK Cijulang is still not running optimally in all management functions. The absence of strategic planning causes library activities to take place without direction and does not support long-term learning goals. The unsystematic organization of collections, such as the absence of a classification and cataloging system, as well as weak administrative documentation, makes it difficult for students to find relevant reading materials. The implementation of library services is still very passive, with no literacy programs, thematic activities or service innovations that encourage student involvement. On the other hand, the absence of evaluation and feedback means that problems such as damaged collections, stagnant services and low visitation rates are not properly addressed. This has a direct impact on students' limited

access to quality reading resources that are relevant to their learning needs. As a result, students' literacy skills in the school environment are hampered, because there is no systematic support from the library as a center of information and the development of a reading culture. Therefore, a comprehensive and sustainable improvement is needed so that the library can make a real contribution in supporting students' learning process and improving the quality of literacy in the school environment.

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