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Imaging Politics and Professional Culture in Managing Islamic University Libraries in Indonesia

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Abstract

The concept of imaging politics and professional culture are two approaches that influence and control each other in managing library performance. This research is conducted by initially looking at imaging politics that operates on aspects of academic qualifications, library accessibility, and institutional governance among three libraries. These institutional images are analyzed through three patterns of imaging politics, i.e. mirror of reality, map of reality, and simulacrum of reality, albeit this last pattern is not found. The second analysis is based on professional culture that functions as a ballacing system. Professional culture in library management shows itself as a referential standard for the performance and practices at the libraries. Both analyses are based on information sources in the form of interviews of informants, which are supported by library documents in digital formats and direct observation during interviews and a number of other visits at the study sites. Then, the third analysis focuses on relations between imaging politics and professional culture at the libraries through theoretical frameworks and other related concepts. In the process of analysis there is implicitly found different ideological orientations at the three libraries. Unfortunately, this research is not designed for this purpose, so it is interesting if there is another further research that works for the phenomena within the framework of imaging politics and professional culture at libraries.

Keywords: Imaging Politics; Professional Culture; Leadership; Management; hyper-reality; Islamic Libraries

ACKGROUND

The use of library among societies depends on the relationship between the two. If the library is familiar to public, then the library must be on an important role (Johnston and Williams 2015; Nahyan et al. 2019). The way how libraries can be known, discources on imaging politics and professional culture among organizations become interesting issues to explore. How a good library management is, if it does not pay attention to aspects of its image, its uses among society may not reach a highest achievement. Building images among libraries requires a variety of contextual approaches based on, such as types, characters, and institutional statuses (Heng et al. 2019). In higher education libraries, for example, imaging politics can be carried out on aspects of academic qualifications, user accessibility, and institutional governance. Those aspects are used to spur the pattern of community acceptance of the existence of libraries for the community (Wang et al. 2018; Jordan-Makely 2019). Eventhough, the communities' acceptance can also depends on the library leadership ability in communicating with its users (Huynh and Lam 2018; Laajalathi 2018).

The imaging politics requires communication channels to deliver image messages to introduce. This imaging politics as an approach in building an image, both towards individuals and groups or institutions, is an effort to increase people's understanding toward existence. Furthermore, it leads to a process in shaping images, actions, opinions, and ideas (Arifin 2014; Lor 2018). This imaging formation maybe applied, at least, in three forms, i.e. the image as a mirror of reality, the image as a map of reality, and the image as a simulacrum of reality (Stocchetti 2011). Image as a mirror of reality is a point of view to introduce the library as it is. The image as a map of reality serves to guide the public to see and reach the whole description of library area. Meanwhile, the image as a simulacrum introduces a library beyond reality; there is a distortion of reality which is also often referred to as hyperreality.

Beyond the imaging strategy, there is a professional culture that plays the image and so it is important to understand it in order to interpret the existence of the library. This professional culture at this point becomes a significant process in understanding the relationship between community interests and the existence of libraries (Lin 2019; Lo 2019). The professional culture as a conceptual approach can guide to understand the corporate agency aspect of a library and this also concerns the aspect of library imaging (Feizizadeh 2012; Pande 2011). In referred to the two discourses, this research tries to find out how the imaging politics as a conceptual guidance gives meaning to the practice and performance of libraries on one side. Likewise, professional culture is able to articulate all forms of performance and library management practices on the other hand. From both sides, this research is aimed to understand the relationship between the two in a library leadership management pattern based on equality of participation.

LITERATURE REVIEW

Management and Leadership

Since the beginning of the 20th century, management has been understood as an effort to use organizational resources to achieve goals through planning, human resources, leadership, and supervision. Management is the art of getting things done through people (Stueart 2007). This concept is carried out by all institutions, including libraries. According to Prytherch (2005), library management is the application of organizational strategic steps, such as making priorities, resource mapping, risk evaluation and performance that are directly related to user needs, budget practices, and employee motivation. In the management process, leadership becomes a driving force in organizations regarding the interaction between members and groups (Bertocci 2009). Furthermore, it is explained that a management involves human resource planning, recruitment and selection, training and development, direction and supervision, and interpersonal skills. In addition, its presence understands problems, solves difficulties, and guarantees the sustainability of infrastructure.

A leader as an agent of change has more influence than his people do. This influence is without coercion in motivating persons to achieve their goals. Meanwhile, Kirkpatrick and Locke (1991) gave six signs in understanding leadership, i.e. drive, the desire to lead, honesty/integrity, self-confidence, cognitive abilities, and knowledge of the business. Drive is a motivation to lead to the desire to lead. In leadership, an honesty/integrity, self-confidence, reasoning ability, and insight to work, are needed. Meanwhile, Stocchetti (2011) proposed power as a central point in influencing people.

Power is understood in two forms, an attribute that is owned to influence others and something that is relationship. In this case, power is used because it is driven by a desire to influence others (Bertocci 2009). Power usage can be observed in three ways, 1) strong actions that demand help or advice; 2) through actions that affect the emotions of others; and 3) a concern for gaining reputation. In addition, leadership can be achieved through a two-way relationship that depends on respect, recognition, responsiveness, and responsibility (Hollander 2009; Landells 2017).

Imaging Politics as Communication to Society

Before explaining imaging politics, the meaning of politics needs to be understood first. According to McQuail (1996), politics is about power to influence others. Barker (2004) looked at politics as a manifestation and power relation that occur at all levels of human interaction. Politics is a central activity in producing, organizing, reproducing, and changing every social and cultural order. Meanwhile, Kaid (2008) emphasized politics as a battle between players that mostly come up with a conflict. Lassen (2006) emphasized two political characteristics, i.e. rhetorical activity as a persuasive effort to public and normative ideals in achieving agreement through argumentative reasons in the public sphere.

Meanwhile, the imaging according to Deluca (1999) is seen as a practice for conventional politics, social movements, communication theory, and rhetoric. This imaging becomes as a center of political practice. Imaging as a tool of criticism is not only to draw attention to a particular problem, but also to challenge discourse, even make other meanings that come out of actual reality. Therefore, imaging tactics are carried out in many forms, such as as laughter and reality. Imaging with an icon to describe a trait in an effort to convince audiences to enter imaginary social relationships with the figures presented (Lassen 2006; Lord 2015). Deluca (1999) saw that imaging is built through the use of strategic words as an effort to construct hegemony. The imaging shapes people's beliefs in something they represent so they can lose their critical nature. On the contrary, Robins (1996) considered that the culture of imaging has in fact increased people's knowledge and awareness of the world so that they can protect themselves from danger.

In referred to the terminological meaning, the imaging politics can be seen in three ways of representation of social interaction, namely the image as a mirror of reality, the image as a map of reality, and the image as a simulacrum. These three metaphors explain possible ways to understand the relationship between image and reality in visual communication. The image works for the level of the link that connects the sender and the audience. Imagery is used as a persuasive strategy in terms of the representation of a thing. For example, as a mirror of reality in documentation and news, images persuade through mimesis. Meanwhile, as a map of reality in advertising, propaganda or fiction, images persuade through tellability. In the image as a map, reality has been structured to provide a clue to a useful and pleasurable orientation. Meanwhile, as a simulacrum of reality, images try to persuade through mimesis albeit they do not correspond to reality (Stocchetti 2011).

Professional Culture as Corporate Governance

Professional culture is a term related to the interaction between actors in building their organizational accountability (Pande 2011; Feizizadeh 2012). Culture by Whita (1996) is understood as initiating and sustaining force. Culture discusses shared social meanings as an effort to make sense of the world. Culture encompasses the whole things

of life, such as language, representation, practice, power artifacts, ideology, and so on (Barker, 2004). Similarly, Kachru (2008) looked at it as a different way that appears in various disciplines. One of them is a pattern of meaning transmitted historically in the form of symbols, human communication, continuous action, development of knowledge and attitudes. Culture is also understood as what people must know to act, do something, and translate their experiences in different ways. Culture is defined as what people must understand to be able to function effectively and reasonably in their social environment. The social environment consists of social organization and behavior that are instruments for persons to relate to one another. In essence, culture shapes order, both verbally and in action (Shirley 2016).

Meanwhile, professional can be interpreted as an ability that can assess the situation and recommend a course of action. This concept is inseparable from professionalism as a substance. That is, professionalism is a form of ability obtained, both through formal and non-formal education, such as training, workshops, and so on, which give birth to special knowledge and expertise for a particular phenomenon or occupation. In the context of its implementation, another term appears in the form of a profession that emerges because of the presence of professionalism and professional. A profession cannot emerge without such professionalism and professional (Bateman 2006; Prytherch 2005).

Professional culture as corporate governance refers to the ability to manage and develop organizational agencies. In organizational governance, there are three types of information that are managed, first, conceptual information, which is purely factual content of the linguistic signals exchanged, regardless the issues of the truth and false. Second, indexical information is information about the speaker or the author himself. Listeners use this information to describe inferences about identity, attributes, attitudes, and moods. Third, interaction-management information is information that allows a person to start or stop an interaction that can be understood together, both verbally and in writing (Kachru 2008). In the exchange of these three types of information, corporate behavior, according to Vance (2016), is formed through a process called corporate culture, which is defined as a set of norms and values in the form of a behavioral order for workers or employees supported by highest leaders in the organization. This corporate culture will guide how a decision making runs in the organization through a frame of reference about how the group's mind with all its alternatives can be applied in the decision making process. This conceptual relation is described in three layers that show their connections each other as seen in the figure 1 below.

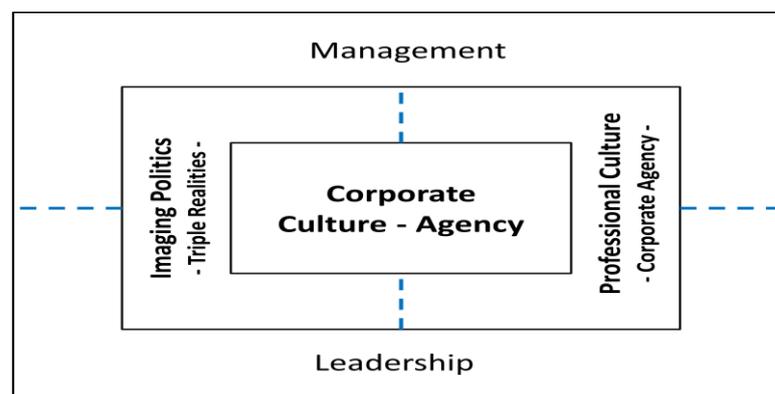


Figure 1: Imaging politics and professional culture on management

OBJECTIVE AND METHOD

This research is aimed to (i) understand the imaging politics of UIN, UII, and UMY libraries in improving the performance and practice of library management for the benefit of the user community; (ii) understanding the professional culture practiced by the three libraries to build the image of library performance and practice; and (iii) understand the relationship between imaging politics and professional culture practiced by the three libraries in managing and developing their performance to their users. In order to achieve these three objectives, this research is formulated in three questions, namely (i) how the imaging politics is carried out by libraries to improve their performance and management; (ii) how the professional culture is practiced by the three libraries in improving their images to public; and (iii) how the imaging politics is related to professional culture in managing the three libraries.

In order to answer these questions, this research was conducted with a qualitative approach whose primary data were in the form of interviews. Qualitative research in general is an interpretive, paradigmatic, constructive, and critical study. The way this research works relies on the ability of interpretation, meaning construction, and the critical nature of researchers against the data obtained, not on quantitative generalizations, but on understanding the value of social phenomena driven by various value systems in society (Denzin 1994). In this connection, researchers used three types of data collection techniques, namely interviews, observation, and documentation. Interviews were obtained from key and ordinary informants. The key informants are the three library leaders. To support the sources of the key informant, researchers used three ordinary informants from librarians (Arikunto 2010).

The second data collection technique in the form of observation was done as an effort to support the results of the interview. This technique was carried out in three research locations. Third, documentation techniques, namely documents, especially in digital format, regarding the activities of imaging politics and professional culture at each library, are used to support informants' information (Sugiyono 2006). Mutual information support is used as an effort to validate the research data.

Data validity is the process of finding and determining the reliability of the data used. Data validity for a qualitative research is in triangulation techniques, namely sources, techniques, and time. Triangulation on source is checking data through a number of sources. Triangulation on technique is matching data between one technique and other techniques, such as the acquisition of data between the results of interviews and observations. Triangulation on time is the validity of the data carried out through extension of research time (Sugiyono 2006). The three types of triangulation techniques are used by researchers to obtain valid data as, which are as a corridor of findings to be scientifically accepted. The analysis technique uses Miles and Huberman (Denzin 1994; Laugu 2015), which includes data reduction, data display, and verification/conclusion. Data reduction works for trimming data that are not relevant to the issue of the study. Data display is done through a description, chart, relationships between categories, and the like which are then referred to as an organized collection of information, which allows to move to the final stage, namely conclusions and verification. At this stage, interpretation and construction of meaning are carried out as a path to final conclusions.

RESULT AND DISCUSSION

An Overview of UIN Sunan Kalijaga, UII, and UMY Libraries

UIN Sunan Kalijaga library was established following the establishment of UIN on September 26, 1951, which at that time was named PTAIN (State Islamic College of Education) and its address at Jalan Adisucipto, Yogyakarta. UII library was established in 1950 which was located at Syuhada Mosque, Kotabaru Yogyakarta. The library has been moved several times following the policies of its parent institution, which until now is located on Jalan Kaliurang KM 15. Meanwhile, UMY library was established on August 1, 1982 which was initially located on Jalan KH. Ahmad Dahlan No. 4 Yogyakarta, until finally this library is in the integrated campus area of UMY which is located on Jalan Lingkar Selatan, Tamantirto, Kasihan Bantul. UMY library occupies a five-story building, but only floor 3 and 4 are used, covering an area of 1,970 m² and UII library also occupies five floors covering 4,189 m² and UIN Sunan Kalijaga library with a four-story building covering 6,730.96 m².

Table 1: Overview of libraries history, location, type, and building

Name	Founded	District	Types	Building (m ²)
UIN Sunan Kalijaga	1951	Yogyakarta	Public	6.730,96
UII Yogyakarta	1950	Sleman	Private	4.189
UMY Yogyakarta	1982	Bantul	Private	1.970

Source: Library documentation, 2019

At UIN library, the first floor is designed for head, administration, collection development, processing, preservation, multimedia, theatrical, disabled persons, bookstores, cafes, and so on. While the first floor at UII library is for cafe rooms only, while at UMY library, the first and second floors are used for class rooms' activities. On the 3rd floor, it is used for rooms of American Corner, Repository Section on collection of bachelor theses, master theses, lecturers' research reports, serials on newspapers, journals and magazines, discussion, brochure display, and free magazines, photocopy machine service, and library cafe. While on its 4th floor, it is used for rooms of head, administration service, library materials processing, and book circulation.

Meanwhile, the 2nd floor of UIN library is used for rooms of reference, serial, and carrel. The 3rd floor is used for Counter Circulation, Islamic subject collection, discussion, carrel, Islamic and cultural study corners of Canada, Iran, and Saudi Arabia, while the fourth floor is served for general subject collection, reserve collection and discussion. Whereas, UII library, on the second, third and fourth floors, is used for collection services, monographs, serials, and theses. Other services are computers connected with internet and intranet provided to have access to digital information, including e-journals, e-books, and e-Final Projects, and other services. The fifth floor is used for director, administration office, division heads, and some of which are designed for audio visual rooms. But, the 5th floor of UMY library is used for language center services. Furthermore, the number of librarians, users, and collections of the libraries can be seen in the following table.

Table 2: Number of librarians, users, and collection at three libraries

Colleges	Librarians	Library users	Collection copies
UIN Sunan Kalijaga	32	20.150	176.654
UII Yogyakarta	40	18.786	204.797
UMY Yogyakarta	25	19.210	166.994

Source: Library documentation, 2019

In addition, the three libraries also apply relatively different service hours. UII library seems to provide a greater portion of open services, from mandatory service hours to library overtime. Maximum overtime hour offered is by 22:00. Conversely, UMY library serves only until 16:00 and no Saturday service. Meanwhile, at UIN Sunan Kalija library, service hours are longer than UMY and shorter than UII, which is until 19.00. Both UIN Sunan Kalijaga and UII open overtime services for Saturdays. As an illustration, see the following table.

Table 3: Working hour and overtime services

Colleges	Working hours		Overtime service	
	Start	End	Start	End
<i>Monday to Friday</i>				
UIN Sunan Kalijaga	08.00	16.00	16.00	19.00
UII Yogyakarta	08.00	16.00	16.00	22.00
UMY Yogyakarta	08.00	15.00	15.00	16.00
<i>Saturday</i>				
UIN Sunan Kalijaga	-	-	08.00	14.00
UII Yogyakarta	-	-	08.00	16.00
UMY Yogyakarta	-	-	-	-

Source: Library documentation, 2019

The difference in the number of collections and service hours applied by the three libraries quantitatively shows a significant difference in the number of users. UII library, for example, which although the number of users is lower than UIN library has a much greater number of lending and usage transactions in place because the number of collections and service hours far exceeds other two libraries. It is different with UMY library, the number of collections is not so far from other library collections, but the number of transactions is much smaller because the number of service hours is much smaller compared to the other two libraries, UIN Sunan Kalijaga and UII. Quantitatively, the number of users and their transactions can be seen in the following table.

Table 4: Number of monthly visitors, books transaction, and books on table

Colleges	Visitors		Book circulation	
	Traditional	Online	Transaction	On table
UIN Sunan Kalijaga	24.750	270.008	26.023	51.000
UII Yogyakarta	29.799	197.799	214.009	410.000
UMY Yogyakarta	4.862	21.695	13.381	20.000

Source: Library documentation, 2019

The amount of budget allocated by the libraries to run their programs, both routine and development programs, except employee salaries, can be seen in the following table.

Number of yearly budget in millions of rupiahs

Universities	Books	Journals	Programs	Others	Total
UIN Sunan Kalijaga	180	1.025,440	358,888	0	1.564,328
UII Yogyakarta	800	3.700	1.500	260	6.260
UMY Yogyakarta	500	1.000	580	20	2.100
Total	1.473	6.550	3.180	311	11.514

Source: Library documentation, 2019

Program Design among Libraries of UIN, UII, and UMY

The three libraries try to design programs that can significantly improve their management and leadership. In general, the program design will be seen in three forms, namely the qualifications of librarians, user accessibility, and institutional governance.

- *Librarian qualifications through formal and non-formal education*

The results of this research discover that the three libraries have different characteristics among the librarians' qualification improvement programs. UIN Sunan Kalijaga library tends to rely on the involvement of budget allocations from the Ministry of Religion. Librarians are encouraged to participate and compete in obtaining these funds to improve their further education. Meanwhile, UMY and UII libraries focus mostly on institutional foundation budget beside of national competitions to the Ministry of Research and Technology, Ministry of Higher Education. Internal support in both libraries is also given to those who continue their education as long as it is relevant to their field of work. In general, the three libraries have a number of librarians that have completed their studies with the following titles, Diploma, undergraduate, and postgraduate. In this case it is found that there are two persons on Diplomas, twelve on Bachelors, and four on Masters at UMY. Another place at UII is found as much as seven on Diplomas, four on Bachelors, five on Masters, and one on Doctor. The other one at UIN is found as much as fourteen on Bachelors and seven on Masters. Those who are not included in the degrees are from high schools in education. In addition, there are now still a number of librarians from the three libraries on persuing their education at undergraduate and postgraduate degrees.

In addition to these formal efforts, the three library leaders are advocating their librarians to participate in various training, workshops, and the like in order to improve their qualifications. Efforts to increase qualifications are also carried out in the form of financial support to attend call for papers seminars, conferences, symposiums, and so on, both nationally and internationally. Those whose papers are accepted by the conferences' or other related activities' committees are paid attention albeit each library has a different policy to advocate them. UII Library provides advocacy and material assistance which are not clear on amount. This policy is similar to UIN library. However, both are of efforts to help their librarians to get funds for their scholarly activities. The budget assistance could be from foundation or state fundings. In contrast to UMY library, librarians are given assistance to the event up to 20 selected international papers.

Other advocacy is also given to those who have a best achievement in an effort to encourage librarian qualifications, such as through the selection of outstanding employees. One of the forms of appreciation given to those who were selected as

outstanding employees is a gift for pilgrimage among UMY and UII librarians. While at UIN Sunan Kalijaga library there is also an appreciation given to them, such as a certificate of appreciation and a number of money. In addition, as an effort to foster and improve the academic and non-academic quality of employees, the three libraries hold a comparative study program that includes visits to relevant institutions that are considered reputable and visits to recreational areas.

- *Accessibility among library users*

In order to increase access to users, the three libraries create a user education program every new academic year. This program is carried out to provide information ranging from information sources to building facilities. In addition to user education, UIN library also holds a roadshow program for faculties to provide information to lecturers and researchers so that they get information directly from the library. UIN library also conducts various programs, such as Library Visit Day, National Batik Day, and so on. These programs play many activities, such as photo and shelving contests, provided for librarians and users. Whereas, UII Library also runs a variety of programs, such as museum and temple exhibition, that have similar purposes to attract users to have cultural awareness and come to library.

As an effort to increase library access, UII library utilizes the museum and temple divisions to become a means of mobilizing and attracting students or the public's interest to visit the library. Meanwhile, UMY library works for correspondence letters to various institutions and community groups. This approach is mostly carried out by its corner manager in collaboration with local cultural observers to hold events at UMY library. This method was carried out as an effort to demonstrate its existence to potential users to understand the existence of UMY library externally and has information literacy activities for students almost every day, internally. The programs in terms of selecting the most diligent users are also enlivened by the three libraries. Users who are regarded as the most diligent are given awards in the form of certificates and items that support academic activities, such as flash disks and other prizes.

In addition, the three libraries also use the presence of the corners in the library as a means to provide access to the widest possible information to users. UIN Sunan Kalijaga library with corners of Canada, Iran, and Saudi Arabia, UII library with corners of Australia, France, BI, and SNI, and UMY library with corners of America and Muhammadiyah are all able to attract users' attention to the libraries.

- *Institutional governance*

The three libraries have similar purposes in their library management. Those increase their cooperation with many institutions, both nationally and internationally. Nationally, they build cooperation with national libraries and library forums, such as APPTIS (Islamic Higher Education Library Association), FPPTI (Higher Education Library Forum), FPKI (Indonesian Special Library Forum), and so on. UMY library, in particular, has collaboration with all Muhammadiyah libraries throughout Indonesia, known as the FPPTM (Muhammadiyah University Library Forum) with around 174 members (see: www.muhammadiyah.or.id)

In order to build the image of the library, the three libraries collaborate with the National Library to get accreditation. This accreditation is pursued as an effort to show the standard performance of each library. Until now, the libraries have received accreditation A level. The accreditation status gives a special nuance and importance to

the three libraries because it has become a reference and model for other higher education libraries that are still accredited B level and libraries that have not yet received accreditation.

Imaging Politics of Library in the Framework of Library Promotion

The three libraries have tried to design various programs and activities that can build the image of their libraries. The politics of imaging as a manifestation and relation of power can be seen in three ways of representation in the interaction of actors, namely imaging as a mirror of reality, imaging as a map of reality, and imaging as a form of reality camouflage, often referred to as simulacrum. In general, the programs implemented by the three libraries refer to the first two ways, namely as a mirror and a map of realities. Meanwhile, the simulacrum method is not seen because the librarian profession is still framed by its professional culture in addition to the analytical approach used to look at the leadership management framework through responsibility and recognition to others.

In the librarians' qualification improvement program, it is found that the leaders of the three libraries inclusively design the program and its implementation to maximize the librarians' participation in carrying out their profession. For example, the encouragement and advocacy of library leaders toward their librarians to continue their studies in the levels of diploma, undergraduate, and postgraduate are high. This advocacy will not only have a good image impact on the library, but will also provide an important ability for them to carry out their profession to future. The implementation of the programs specifically has a difference between one and another. UMY and UII libraries in their program advocacy allocate institutional budgets in addition to going through national competitions to help complete their librarians' studies. Unlike UIN Sunan Kalijaga library as a state university, librarians must take part in national competitions or at their own expense to be able to continue their studies at the undergraduate and postgraduate levels. This is described by an informant as follows.

"I think you also understand that private university libraries have a more flexible budget system compared to public university libraries so that it certainly has an impact on existing programs, such as librarian qualification improvement programs through formal education. We here, there is no budget, but we advocate librarians through the bureaucracy to be able to compete and get scholarships from the ministry of religion... "(interview with vice director of UIN Library).

However, the policy of the three libraries in encouraging librarians to attend training and workshops in the national level is similar in providing financial assistance. Those who are selected for training and other programs are given accommodation and transportation assistance, and even daily budget. But, different in terms of shared knowledge involvement, librarians who can participate in presenting their scientific works at national or international meetings differ in their program designs. UMY library allocates 20 papers to be competed by its librarians while UII and UIN libraries are no clear designs. However, if some librarians are accepted to present their papers to a certain conference, then there will be also a budget assistance provided to them albeit it is not clear on its amount. In short, what UIN and UII do is almost the same, as can be seen in the interview with an informant from UII library.

"The budget for call conference papers for librarians whose papers are accepted at the conference or the like, both nationally and internationally, we do not specify the number of papers that will be funded, but if someone propose them to us, then we are going to assess them whether or not the proposals will get funds... but it is depend on

their papers' quality... if they are good according to the assessment, then we soon propose them to university and usually get funds.... "(Interview with library director of UII).

Likewise, the program to increase access for users, ranging from user education to incidental programs, such as the celebration of Library Visit Day or National Batik Day filled with activities and competitions by UIN library is an effort to establish a positive image of the library in addition to the benefits of the profession. Similar to UII and UMY libraries, their strategies are in the form of exhibitions and institutional correspondence to introduce library programs to the public. In line with that, the library accreditation program to get recognition from other institutions and the community is also carried out by the three libraries. This program is a form of imaging politics of the library in order to attract public attention through the image of the accreditation.

Professional Culture as Corporate Agency toward Library Development

Professional culture concerning on good governance that is urgent in the framework of organizational and individual relations becomes important in seeing the pattern of library management. A variety of patterns used are driven by the desire of professional actors, leaders and followers. Therefore, strategic programs are the choice of leaders in managing their library. Although the programs can be read as imaging politics efforts, the core activities must be under the frameworks of their libraries' vision and mission so that the agency practices are automatically far from simulacrum of realities. Those activities are all controlled by referential standards produced by library management.

The celebration of National Batik Day, Santri Day, and Library Visit Day at UIN whose imaging terms are widely known is presented with activities aimed at developing professionalism and promoting literacy, such as shelving competitions among librarians and the most patronized users among students. Both activities are actually designed to encourage librarians to master shelving, collection location, and classification numbers used. The fastest shelving can be due to memorizing the location of the collection or due to the mastery of class numbering or due to both. Meanwhile, efforts to encourage reading activities and literacy promotion are considered to be in the libraries. In order to achieve this goal, the library conducts a library user competition, for example. This can be seen from the results of the interview with an informant below.

"The library visit day celebrations program, or the santri day and national batik day, are meant to be one of which is to bring the librarians and their users closer. The way to get them closer is through various kinds of competitions, such as shelving, selfie photos, diligent borrowers, etc. These activities enable both interact each other in different situations, relax, and so on. Also, the contests are intended to encourage and increase users' enthusiasm toward literacy, including librarians too ... "

At UII and UMY libraries, such programs are also found in addition to imaging as well as library professional development efforts based on the principles of good governance and inclusiveness. UII library uses the form of exhibitions, both regarding collections and relating to museums and temples in the library park. Similar to UMY library that uses correspondence as an effort to promote the library, such as sending the works of library leaders to other agencies or invitations to cultural activists to the library in the corner room activities. This program is aimed to introduce UMY library as an institution concerned with managing information and knowledge. The impact is increasing promotion to the community, which includes students and public in general. This is in line with what the head of the library, as informant, says.

"We have actually done a lot of professional efforts, but lately we have tried to contact several institutions or public and sending our works to them, we hope after that they will understand what we have done at UMY library, of course ... through that way we hope that UMY can give something to the community, especially the same institutions in the field of education... "

In addition, the library governance improvement program is also an important aspect in the professional culture. The three libraries develop accreditation approaches to build their libraries' images because accreditation among them is a symbol of library status. Although, its impact on the profession has not given significant influence because the status referred to has not yet been integrated with the universities' accreditation status. Also, the profession of a librarian has not yet seen a meeting point with the value of the accreditation level. Nevertheless, they are not affected by the two anomalies above. They strive for maximum accreditation status. This can be seen in an interview with one of the informants, as follows.

"Indeed, since obtaining accreditation an A level status until now, the influence of the accreditation has not been included in the institutions' accreditation points, although the level of accreditation is asked. Even though in our opinion, with library an A level accreditation, the calculation of library collections should no longer be a question. Likewise, the librarian profession has not gotten anything with the accreditation status. Indeed, with the A level accreditation makes the library have a name in the eyes of other libraries that have not yet received accreditation ... "

According to the findings, the enthusiasm of the leaders at the three libraries is almost incomparable because those are unique in practicing their leadership through a variety of approaches, such as equality and inclusiveness. Nevertheless, their programs viewed from aspects, imaging politics and professional culture, seem to have some differences because of differences in approaches to implementing their leadership that includes improving the quality of librarians, library users, and institutional governance, as will later seen in the analysis on the relations of imaging politics with professional culture for each library.

Analysis on the Relations of Imaging Politics and Professional Culture at UIN, UII, and UMY Libraries

The relations between imaging politics and professional culture will see how the two phenomena connect in the context of library management. Management based on equality of involvement, between leaders and subordinates, through four situations including respect, recognition, responsiveness, and responsibility, is called as layers of inclusive leadership (Hollander 2009; Landells 2017). This management approach is associated with a pattern of analysis that is oppositional between the phenomenon of imaging politics and that of professional culture in building order through programs leading to professional libraries. Also, this analysis is based on the concept of imaging as mirror, as map, and as simulacrum of realities on one hand and as professional culture on the other (Stocchetti 2011).

Analysis on librarian qualification improvement programs through two forms of formal and non-formal education can be seen in three forms at once. **Firstly**, imaging as mirror of reality can be seen in further formal education efforts, such as Diploma, undergraduate, and postgraduate in Master and Doctoral Program for librarians, which are the concern at the three libraries. All library leaders try to provide opportunities for their librarians to be able to give the best contributions regardless of cultural and structural elements. All opportunities are open to all librarians as wide as possible so that

all recognitions are also open to them as well. Consequently, they will have good responsibility in both individual and institutional aspects. All programs are designed in order to achieve their objectives concerning on educational degrees including Diploma, Bachelor, Master, and Doctor. These titles are used as strategies to build a library image through what is called imaging politics. Those titles contain images that symbolize competences, abilities, knowledge, skills, and etc. Thus, those libraries whose librarians have those titles will be recognized as professional and competent libraries to public. The titles finally serve as mirror of reality of expertise. The degrees also image ability, creativity, innovation, and to some extent for Excellencies among those entire librarians (Stocchetti 2011; Bourdieu 1988).

Likewise, it can be seen in other programs, such as increasing library access and library management. For example, UMY library develops programs of correspondence and information literacy. These correspondence and information literacy become a mirror of reality as viewed from an imaging perspective. The correspondence represents the discourse of the relationship between one person and another or group(s), or vice versa (McDaniel 2018; Patel et al. 2018). The information literacy becomes an image of the ability to access and use information properly. Similar to UIN Sunan Kalijaga library, the image of the National Holiday is used as an entry point to describe the library's efforts to improve library management properly (Baji et al. 2018; Aisah et al. 2018; Yu et al. 2019). Meanwhile, Ull library utilizes the image of museums and temples as terms to provide maximum user access. The images of the two programs give birth to the meaning of access; the museum gives the meaning of storing ancient collections that are interesting for library users to visit. Similar to the existence of the temple in the middle of the library, its image as mirror of reality illustrates an ancient and important site to be visited. The public visits to the temple illustrate their attendance to the library as well (Serizawa 2019; Stocchetti 2011).

Secondly, the titles imaged as map of reality gives the meaning that they describe the conditions and nature of science and intellectuality as a power possessed by the library. The presence of titles is the presence of power. Diploma degrees are different from bachelor, master, and doctoral degrees or vice versa. The level of community recognition will differ between the images used by the library (Bourdieu 1988; 2006). In essence, the presence of degree image as map of reality is a guide for outsiders to recognize and understand the library. Therefore, four masters among UMY librarians illustrate the extent to which capabilities in the area of human resources are an important element in the presence of libraries in the community. Likewise, five masters and one doctor at Ull library explain the level of the strength in the development of the library through its librarians with his titles. Likewise at UIN library, seven masters illustrate its strength in the area of human resources which are expected to be able to elevate the status of the library (Bourdieu 2006; Yu 2019).

Meanwhile, the user access program as well as library management can also be imaged as map of reality. In the image of governance, for example, the three libraries have similar efforts to build their governance image through accreditation. All the libraries also have the same accreditation at an A level. Therefore, accreditation is an acknowledgment toward a certain institution given by an authorized body through assessment that the intended institution meets required certain standards (See Bourdieu 1988 and 2006). This accreditation as image gives an illustration that the three libraries

are good libraries and follow certain standards that can be referred by other different communities. The existence of the image of accreditation as map of reality means that all three libraries have qualifications at certain levels that can be a reference for relevant communities. Also, those libraries can be a model for other libraries. As map of reality, a library becomes a guide for communities to achieve their destination (Heyns and Huijts 2018; Town 2018).

Thirdly, imaging politics can also be in the form of simulacrum which destroys true reality into an imaginary reality that has no social form, which is often referred to as hyperreality (Stocchetti 2011). The images of the degrees achieved by the libraries in general seem to provide a true picture of reality. Degree as an important term to represent the qualifications or ability of libraries to manage their libraries properly and professionally can be observed empirically. The manifestation of reality among the libraries is found that the titles show a reference of works done by those in qualification. Then, how to position the title as a simulacrum of reality needs also evidents which prove most inefficient works among the libraries. The form of simulacrum in the image of the titles cannot be observed due to the libraries' professional culture in the frame of inclusive leadership that encourages mutuality in the role of library actors. However, this simulacrum analysis has the potential to be born if referential standards of the degree significance are ignored. If a degree is only built into an imagination without innovative works, then the simulacrum of reality will be realized. The degree will be lined up and acute in social imagination as well as its institutional impact does not provide meaningful marks (Paulson 2018; Bourdieu 1988).

Likewise in programs related to library users and institutional management, the imaging politics through simulacrum reality seems to be controlled by the dominant efforts of the libraries' professional culture. The library professional culture which is more or less influenced by corporate behavior becomes an element of balancing system for the birth of imaging that leads to simulacrum reality (Powers 2018; Stocchetti 2011). The A level accreditation symbol owned by each library becomes a motivating factor for the library to make it a mirror and a map of realities on the one hand and at the same time professional culture on the other supports the implications of library professionalism in providing services to the community. Those UIN, UII, and UMY libraries are on the same track at this point. Also, in terms of user access, although they differ in the form of programs, such as UIN Sunan Kalijaga library with a symbol of National Holidays, UII library with its museum and temple images, and UMY library with its literary concept, all three strictly work for optimizing their professional culture through leadership that represents all interests (Aslam 2018; Hollander 2009).

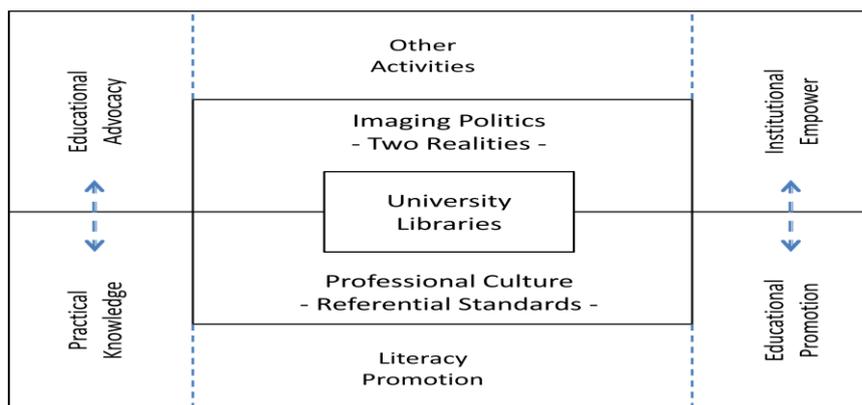


Figure 2: Relations between imaging politics and professional culture in practical leadership management

CONCLUSION

The performance of three libraries in the relations between imaging politics and professional culture as seen from the analysis of library governance is found two of three possible forms of imaging (see figure 1 and figure 2). The first form is an image as mirror of reality and the second image as map of reality. The third possible form of imaging as simulacrum reality is challenged by professional culture. The first form is seen from the performance of the three libraries regarding the improvement of librarian qualifications, especially the achievement of academic degrees, such as Diploma, Bachelor, Master, and Doctor. These titles, in terms of imaging, have functioned as mirrors of reality. Diploma to Doctoral degrees is used as a symbol of qualifications for the library to show itself as a qualified library in the field of human resources. As mirror of reality, enhancing library access and institutional governance are also carried out by various imaging programs, such as information literacy and correspondence at UMY library, museum and temple programs at UII, and national day commemorative events including National Batik Day, Santri Day, and Library Visit Day at UIN. Meanwhile, imaging politics in terms of institutional governance uses the image of accreditation as a symbol of the institutional level.

In the second form of imaging as map of reality, program performance in an effort to improve the qualifications of librarians, library users, and governance can also be seen as map of reality. As map, a program serves to guide towards the final destination of a journey. Therefore, the images of the titles, information literacy, correspondence, museums, National Batik Day, and etc., have functioned as a strategic guide to explain the strengths of each library. In education qualifications, the three libraries differ significantly in the budget due to public and private statuses and external institutional governance, UIN rests heavily on national day commemoration, UII rests on the promotion of temples and museums, and UMY acts on correspondence with outside institutions. Meanwhile, the third possibility as a simulacrum that can manifest as hyperreality or camouflage against the reality of library performance is not found because the professional culture on the one hand and the imaging politics on the other hand become a ballacing system. The tendency of images to transcend reality is controlled by professional corporate agencies under equality, responsibility, and inclusivity on the leadership management.

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