



The Concept of Deliberation in the Qur'an as an Ethical Basis for Decision-Making in Library Management

Ayu Trysnawati^{1*}, Sohrah², Rosmini³

^{1,2,3}Alauddin State Islamic University of Makassar, Indonesia

*Email: ayu.trysnawati@uin-alauddin.ac.id (Corresponding author)

KEYWORDS

Deliberation
Shura
Organizational Ethics
Decision Making

ABSTRACT

Decision-making in library management tends to be oriented towards administrative and efficient aspects, while the ethical dimension has not been formulated conceptually. This study aims to reconstruct the concept of deliberation in the Qur'an as an ethical basis for library decision-making. The study uses a qualitative approach with a library study design. Data were obtained from contemporary exegetical literature, particularly the thoughts of M. Quraish Shihab and Yusuf al-Qaradawi, as well as scientific articles searched through Google Scholar with the keyword deliberation, organizational ethics, and library management, which were limited to publications in the last five years. The analysis was conducted using thematic analysis techniques to identify normative values and their relevance in an institutional context. The results show that deliberation contains the principles of inclusive participation, deliberative justice, trustworthiness, and collective responsibility that can be operationalized in program planning, collection development, and service evaluation. This study contributes theoretically by formulating deliberation as an ethical framework for organizations based on Islamic values and practically provides a normative foundation for participatory and accountable library governance.

KATA KUNCI

Musyawarah
Syura
Etika Organisasi
Pengambilan Keputusan

ABSTRAK

Pengambilan keputusan dalam manajemen perpustakaan cenderung berorientasi pada aspek administratif dan efisiensi, sementara dimensi etika belum dirumuskan secara konseptual. Penelitian ini bertujuan untuk merekonstruksi konsep musyawarah dalam Al-Qur'an sebagai landasan etis bagi pengambilan keputusan di perpustakaan. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kepustakaan. Data diperoleh dari literatur tafsir kontemporer, khususnya pemikiran M. Quraish Shihab dan Yusuf al-Qaradawi, serta artikel ilmiah yang ditelusuri melalui Google Scholar dengan kata kunci musyawarah, etika organisasi, dan manajemen perpustakaan, yang dibatasi pada publikasi lima tahun terakhir. Analisis dilakukan menggunakan teknik analisis tematik untuk mengidentifikasi nilai-nilai normatif serta relevansinya dalam konteks kelembagaan. Hasil penelitian menunjukkan bahwa musyawarah mengandung prinsip partisipasi inklusif, keadilan deliberatif, amanah, dan tanggung jawab kolektif yang dapat dioperasionalkan dalam perencanaan program, pengembangan koleksi, dan evaluasi layanan. Penelitian ini memberikan kontribusi secara teoretis dengan merumuskan musyawarah sebagai kerangka etika organisasi berbasis nilai-nilai Islam, serta secara praktis menyediakan landasan normatif bagi tata kelola perpustakaan yang partisipatif dan akuntabel.



© the Author(s) 2026

This work is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International

<https://doi.org/10.24239/inkunabula.v5i1.4649>

Received 10 December 2025; Received in revised form 25 March 2026; Accepted 28 March 2026

Available online 31 March 2026

How to Cite this Article: Trysnawati, A., Sohrah, S., & Rosmini, R. (2026). The Concept of Deliberation in the Qur'an as an Ethical Basis for Decision-Making in Library Management. *Inkunabula: Journal of Library Science and Islamic Information*, 5(1).
<https://doi.org/10.24239/inkunabula.v5i1.4649>

1. Introduction

Libraries play a vital role in building an intelligent and civilized society. Libraries extend beyond simply storing and borrowing books. Their functions also encompass the management, dissemination, and preservation of library materials as sources of information, which also serve as a resource for decision-making and the development of knowledge (IFLA, 2015). One of the important principles in collective decision-making is deliberation. Deliberation is defined as a discussion process involving various parties to reach a mutual agreement based on rational considerations, ethics, and the public interest (Qaradawi, 1997). This kind of approach is relevant to overcome the limitations of the top-down management model, which tends to be exclusive and less responsive to the needs of library users (Evans & Alire, 2013).

From an Islamic perspective, the concept of deliberation has a strong foundation in the Qur'an, particularly in verses that encourage Muslims to consult in their affairs. Verses such as QS. Ali Imran (3):159 and QS. Asy-Shura (42):38 demonstrates that the involvement of various parties in discussions is a recommended principle in various aspects of Muslim life (Noviandi, Safarina, & Firdaus, 2026). Contemporary studies also emphasize that the principle of deliberation is not limited to the religious field alone but can be applied in various institutions to increase legitimacy, inclusiveness, and justice in decision-making (Fauziah & Thohir, 2015). Thus, deliberation is not only a normative value, but also an instrument that has the potential to strengthen ethical organizational governance practices.

However, the emphasis on deliberation as an ethical foundation has not been widely explored in library science studies, either empirically or conceptually. Most studies on deliberation in the Qur'an focus on general values in social and organizational life, such as dialogue, honesty, and justice (Kuswiyanto & Abu Bakar, 2025). Meanwhile, other research highlighting deliberation in the context of bureaucratic leadership of Islamic educational institutions shows that the application of the principle of deliberation is able to strengthen the legitimacy of decisions and the participation of institutional members (Fauziah & Thohir, 2015). These findings, although important, have not been directly linked to the context of library management.

Studies on deliberation in the Qur'an itself have been carried out in various interpretation literature, including through a thematic approach that collects related verses to explain this consultative principle (Muttaqin & Apriadi, 2020). In addition, a comparative study of the interpretive views of contemporary interpreters also shows that although the basic concept of deliberation is similar, the interpretation of its context and application can differ between one scholar and another (Azukma & Harahap, 2023). The research conclusions show that deliberation has a strong normative nuance and is relevant to be applied as a decision-making tool in various institutions, but needs to be expressed more operationally according to the respective institutional context.

Based on these issues, the need for an in-depth analysis of the concept of deliberation in the Qur'an as an ethical basis for decision-making in library management is crucial. This research aims to fill the gap in studies that have not yet conceptually explored the relationship between the Qur'anic value of deliberation and modern library management practices. The results of this research are expected to contribute to the development of an ethical framework for library management that is not only administratively effective but also rooted in Islamic principles that prioritize justice, inclusiveness, and the common good.

2. Literature Review

The concept of deliberation in the Qur'an is one of the fundamental principles of Islam related to the decision-making process. The word *syūrā* (شُورَى) comes from the root word *syawara*, which means exchanging opinions or expressing the best view on a problem (Shihab, 2017). The

concept of deliberation is explicitly emphasized in the Qur'an, namely in QS. Ali Imran verse 159 and QS. Asy-Shura verse 38. This verse defines that deliberation is a characteristic of an ideal Islamic society and is part of participatory (Qaradawi Y. , 2020). Based on this, it can be described that deliberation in Islam is open to other people's opinions and for the public good.

Library management demands participatory, fair, and ethical decision-making, especially in the context of a values-oriented organization such as an Islamic library. Within the Islamic framework, deliberation is not simply a discussion procedure, but a collective ethical principle explicitly outlined in the Qur'an as a process that ensures wisdom and justice, emphasizing the importance of all parties' involvement, respecting differences of opinion, and making decisions based on consensus that reflects religious moral values and the common good. (Noviandi, Safarina, & Firdaus, 2026). This research expands the theoretical basis for deliberation as a relevant and applicable ethical principle in managerial decision-making in institutions such as libraries, especially those requiring fair and participatory decision-making mechanisms.

Organizational management literature emphasizes the importance of participation in decision-making processes to improve the quality and legitimacy of institutional policies. Participatory approaches involve multiple stakeholders to achieve decisions that are responsive to shared needs (Alfauzi & Nugraha, 2025). Contemporary literature shows that the principle of deliberation aligns with participatory decision-making practices in organizations. Deliberation emphasizes open dialogue, respect for all voices, and achieving consensus as the basis for decision legitimacy. This aligns with the principle of decision-making that involves organizational stakeholders for fairer and more effective outcomes. According to (Ardani & Mahmud, 2024) modern Islamic organizational management has found that the integration of Qur'anic principles such as trustworthiness, deliberation, and justice forms a paradigm of ethical governance that harmonizes the spiritual and professional dimensions of the organization. This principle is relevant for library management as a knowledge institution responsible for public services, collection policies, and resource management.

Another study expands the understanding of deliberation as a divine value relevant to modern social and organizational life (Kuswiyanto & Abu Bakar, 2025). A study of the application of shura in contemporary Islamic leadership shows that the principle of deliberation can overcome the barriers of a top-down organizational culture by encouraging inclusive and participatory dialogue (Wijayanti, 2024). These findings are relevant to the context of library management, where collective involvement in decision-making can enhance policy legitimacy and service responsiveness.

An analysis of Quranic verses on deliberation shows that deliberation can strengthen consensus in decision-making, avoid internal conflict, and produce the best solution from various choices (Fauziah & Kurniawan, 2022). This finding strengthens the normative basis of deliberation as an ethical foundation for organizational decision-making, such as in libraries. According to (Lembinen, 2023) library science literature demonstrates a variety of decision-making approaches. For example, during the pandemic crisis, library leaders' decision-making tends to be conducted in small groups or individually, indicating a lack of collective deliberative space in library management practices. This highlights the urgency of a new, more participatory approach.

User participation is currently a focus of library development strategies, with dialogue forums, surveys, and digital communication channels seen as initial mechanisms for service improvement. This approach aligns with the deliberation aspect, which places stakeholder voices in decision-making. In library science, decision-making is seen as a primary function of library leaders, defining service objectives, collection strategies, and service development. Inclusive and participatory decisions, including those involving librarians and users, are considered to improve service quality and the acceptability of decisions to user needs. Studies of information and library ethics demonstrate new complexities in modern library practices, ranging from challenges to data privacy and copyright policies to intellectual freedom, which demand decision-making frameworks that are not only efficient but also ethical and equitable.

Several studies relevant to this topic include (Rochim & Muttaqien, 2025) study on the role of deliberation along with the values of trust and justice, which are relevant to increasing participation and collective responsibility. Then, research (Neslinebi, 2024) in his study that examines the concept of Ash-Shura from a Qur'anic perspective and a comparison with deliberative democracy. This concept is useful for the theoretical foundation and interpretation of deliberation. According to (Utami, Hadiyanto, & Irsyad, 2024) general management literature, the dynamics of collective problem-solving and leadership decision-making in organizations are understood as group processes involving dialogue, alternative evaluation, and the synthesis of diverse perspectives that align with the character of Islamic deliberation.

Although the principle of deliberation has been widely explored from a normative Islamic and leadership perspective, studies that systematically link the Qur'anic value of deliberation to the managerial practices of organizations such as libraries, conceptually and applicatively, are still very limited. Most studies are normative or sectoral (political, leadership), rather than library management. The proposed research fills this gap by combining the study of the interpretation of deliberation in the Qur'an and its relevance to participatory and ethical library decision-making models something that has not been explicitly addressed in previous studies. This focus also adds an Islamic value dimension to contemporary library management literature.

3. Research Methodology

This study employed a library research design that emphasized systematic search, critical reading, and in-depth analysis of written sources discussing the concept of deliberation in the Qur'an and its relevance to library management decision-making. This library research was chosen because the focus of this research is conceptual-normative, not empirical in the field. As explained by (Zed, 2018), library research relies on library materials as the primary source of data and demands interpretive skills in understanding, interpreting, and reconstructing ideas from the texts studied. Thus, this design allows researchers to explore the values of deliberation textually while connecting them to modern library management theory.

The approach used is descriptive qualitative with an interpretive orientation. This approach is relevant because the research aims to understand the meaning contained in the Qur'anic text and interpret the ethical values of deliberation in the context of library management. The analysis was conducted not to test quantitative hypotheses, but rather to build a conceptual construct regarding deliberation as an ethical foundation in organizational decision-making processes. With this approach, the text is understood in its normative context and then contextually reconstructed for application in library governance.

The primary data sources in this study are verses of the Qur'an that explicitly and implicitly contain the principle of deliberation, especially QS. Ash-Shura (42): 38 and QS. Ali Imran (3): 159. These verses are analyzed through references to contemporary interpretations, particularly the work of M. Quraish Shihab in (Shihab, Tafsir Al-Misbah, 2020) to gain a contextual understanding relevant to modern social dynamics. Meanwhile, secondary data sources are in the form of scientific articles published in the last five years that discuss the concept of shura in Islam, participatory leadership, and library management and user participation. This secondary literature serves to enrich theoretical perspectives while building a bridge between normative Islamic values and contemporary managerial practices.

The data collection process was conducted through a systematic search of academic databases such as Google Scholar using the keywords "shura," "musyawarah," "library management," and "library management," limiting articles to the last five years. This procedure refers to the literature mapping model as described by (Synder, 2019), which emphasizes thematic mapping and structured literature selection. The obtained literature was then selected based on predetermined criteria, namely the publication period of the last five years, the suitability of the theme to the research focus, the credibility of the journal (indexed and peer-reviewed), and the completeness of academic elements such as clarity of research methods and findings. This selection process was documented to ensure transparency and repeatability of the research.

The collected data was analyzed using content analysis techniques with a thematic approach. The initial stage of analysis involved data reduction, identifying key concepts related to deliberation, participation, justice, and collective responsibility. Next, the data was categorized into key themes that represent the principle of shura (consensus) in the Qur'an and the principle of participatory management in library management. The final stage involved conceptual interpretation and synthesis to formulate a theoretical construct regarding deliberation as an ethical foundation for modern library decision-making.

To ensure the validity and credibility of the research, source triangulation was employed, comparing various interpretations and relevant academic literature. Furthermore, analytical consistency was maintained by checking the consistency between the problem formulation, theoretical framework, and interpretation results. This systematic and documented approach makes the research methodology more transparent, traceable, and meets the principle of replicability in literature-based scientific studies.

4. Results and Discussion

The results of this study were obtained through a review of various academic sources, particularly articles from the last five years that discuss the concepts of deliberation, participatory management, and modern library management. Based on this analysis of these sources, the following findings were found:

4.1. The Concept of Deliberation as an Ethical Principle

An analysis of QS. Asy-Shura (42): 38 and QS. Ali Imran (3): 159 shows that deliberation (shura) in the Qur'an is not only a communication procedure, but also a normative principle that regulates social governance. In the interpretation of (Shihab, *Tafsir Al-Misbah*, 2020), , deliberation is understood as a collective mechanism based on openness, respect for opinions, and a moral commitment to shared decisions. This perspective is reinforced by (Qaradawi Y. , 2020), who emphasized that shura serves to maintain justice and prevent the centralization of power within an organization. These findings indicate that deliberation has strong ethical dimensions: participation, justice (adl), and trustworthiness. This principle aligns with a study by (Rochim & Muttaqien, 2025), which positions deliberation as the foundation of modern leadership based on Islamic values. Thus, conceptually, deliberation can be reconstructed as an ethical framework compatible with contemporary organizational governance systems.

4.2. Deliberation from the Perspective of Decision-Making Theory

In modern management theory, participatory decision-making is believed to improve policy quality and organizational legitimacy. This is reflected in a study by S. Rahim et al. (2024), which showed that user engagement through social media strengthens participation and builds dynamic learning communities in academic libraries (Rahim, Sani, & Shuhidan, 2024). Similarly, (Syafi'i & Zulaikha, 2024) found that collection development policies become more responsive when stakeholders are actively involved. However, a conceptual comparison conducted by S. Neslinebi (2024) shows that while shura shares similarities with deliberative democracy in terms of rational and argumentative dialogue, it differs in its theological foundation. This means that while Western theory focuses on procedural legitimacy, shura adds a dimension of moral and spiritual responsibility. This distinction is important in the context of values-based libraries, as decisions are not only considered effective but also fair and beneficial.

4.3. Implications of Deliberation on Library Management

As a public institution, libraries have a strategic role in supporting sustainable development, as emphasized by (IFLA, 2015) Therefore, decision-making in libraries needs to consider community participation and needs in an inclusive manner. Research by (Pratiwi, 2024) shows that library management involving internal and external collaboration can improve students' information literacy. Meanwhile, (Zulkifli, et al., 2025) emphasize that empowering digital-based library services is more effective when implemented through a collaborative approach. These findings strengthen the argument that deliberation is relevant in library management practices, particularly in program planning, collection policies, and service innovation.

Furthermore, a study by (Rahmawati, 2018) showed that deliberation-based leadership increases a sense of collective responsibility and transparency in educational organizations. This corroborates research findings that implementing shura in libraries has the potential to create a participatory and accountable work culture.

4.4. Theoretical and Practical Contributions

Theoretically, this research expands the discourse on library science by integrating a normative Islamic perspective into an organizational decision-making framework. While the library management paradigm has been largely influenced by Western theories (Sulistyo-Basuki, 2013) this research offers a conceptual synthesis of the values of shura and modern library governance. Methodologically, this approach aligns with the literature synthesis model described by (Synder, 2019), where the integration of previous theory and research yields new conceptual constructs. Thus, this study not only explains what deliberation is but also why this principle is important in building ethical, inclusive, and sustainable library governance.

Based on the synthesis of the interpretation of verses on deliberation, Islamic leadership theory, and participatory library management research, this study formulates a conceptual model that positions shura as the normative foundation in library decision-making. This model demonstrates a multi-level transformation: the theological value of deliberation derived from QS. Asy-Shura (42): 38 and QS. Ali Imran (3): 159, as interpreted by (Shihab, Tafsir Al-Misbah, 2020) (Shihab, Tafsir Al-Misbah: Pesan, kesan, dan keserasian Al-Qur'an. Lentera Hati, 2017) does not stop at the spiritual realm, but undergoes a process of internalization into organizational ethical principles. These principles include transparency, accountability, inclusiveness, and moral legitimacy in library governance. Thus, shura is reconstructed not merely as a consultative method, but as an ethical framework that guides the direction and quality of managerial decisions.

The novelty of this research lies in the conceptual integration between Qur'anic studies and library science, which have been relatively separate. While previous research has focused more on deliberation in the context of politics, deliberative democracy, or educational leadership, this study positions it specifically as the ethical basis for decision-making in library management. This model demonstrates that management practices such as program planning, collection development, service evaluation, and digital innovation can gain normative legitimacy when grounded in the principle of shura. Thus, this research's contribution is not only theoretical in enriching the paradigm of values-based library governance, but also practical in offering an applicable ethical framework for libraries, particularly in the context of Islamic educational institutions.

5. Conclusion

This study concludes that deliberation in the Qur'an contains the values of participation, justice, trust, and collective responsibility that are both normative and operational. These values, as interpreted by M. Quraish Shihab and elaborated in the thoughts of Yusuf al-Qaradawi, are not only relevant in a socio-religious context but can also be reconstructed into ethical principles of organizations. This study confirms that deliberation can function as an ethical basis for library management decision-making through the internalization of the values of transparency, accountability, and inclusiveness. The implementation of these principles in program planning, collection development, and service evaluation demonstrates that shura is not merely a normative value, but an applicable ethical framework in modern library governance. Thus, this study consistently answers that the concept of deliberation in the Qur'an has substantive relevance as an ethical basis for decision-making in the library environment.

References

- Alfauzy, M., & Nugraha, M. (2025). Alfauzy, M. R., & Nugraha, M. S. (2025). Relevansi Prinsip Musyawarah Dalam Hadits Dengan Participatory Management. *Jurnal Reformasi Agama Islam*.
- Ardani, B., & Mahmud, H. (2024). Ardani, B., & Mahmud, H. (2024). Konsep dan Prinsip-Prinsip Manajemen Perspektif Al-Qur'an. Karakter. *Jurnal Riset Ilmu Pendidikan Islam*, 137-148.
- Azukma, N., & Harahap, M. (2023). Musyawarah dalam al-quran perspektif mufassir nusantara (Quraish Shihab dan Hasbi Ash-shiddieqy). *JRTI (Jurnal Riset Tindakan Indonesia)*, 8(3), 320-326.
- Evans, G., & Alire, C. (2013). *Management basics for information professionals (3rd ed.)*. Libraries Unlimited.
- Fauziah, H., & Thohir, M. (2015). Prinsip Syura Dalam Pengambilan Keputusan Kepemimpinan Birokrasi Pada Lembaga Pendidikan Islam. *Jurnal Kepemimpinan dan Pengurusan Sekolah*, 2710-2718. <https://doi.org/10.34125/jkps.v10i4.1301>.
- Fauziah, R., & Kurniawan, R. (2022). Relevansi Ayat-ayat Al-Qur'an tentang Musyawarah. *Jurnal Kajian Ilmu Al-Qur'an dan Tafsir*, 40-18. <https://doi.org/10.58404/uq.v2i1.92>.
- IFLA. (2015). *Toolkit: Libraries and the United Nations 2030 agenda*. The Hague, Netherlands: IFLA.
- Kuswiyanto, & Abu Bakar, A. (2025). Kuswiyanto, & Abu Bakar, A. (2025). Musyawarah dalam Islam: Implementasi nilai-nilai ilahiyah di kehidupan modern. *Jurnal Al-Mubarak: Jurnal Kajian Al-Qur'an dan Tafsir*, 28-48. <https://doi.org/10.47435/al-mubarak.v10i1.3329>.
- Lembinen, L. (2023). Academic libraries' leaders' decision-making during the COVID-19 crisis. *The Journal of Academic Librarianship*, <https://doi.org/10.1016/j.acalib.2023.102709>.
- Muttaqin, J., & Apriadi, A. (2020). Syura Atau Musyawarah Dalam Perspektif Al-Qur'an. *Al-Urwatul Wutsqo: Jurnal Ilmu Keislaman Dan Pendidikan*, 57-73. <https://doi.org/10.62285/alurwatulwutsqo.v1i2.18>.
- Neslinebi, S. (2024). A comparison of shura and deliberative democracy decision-making methods: Similarities and differences. *International Journal of Emerging Issues in Islamic Studies*, 87-102. <https://doi.org/10.31098/ijeis.v4i2.2953>.
- Noviandi, Z., Safarina, H., & Firdaus, M. (2026). Penafsiran QS Ali Imran: 159 dan Asy-Syura: 38 tentang Musyawarah dan Sistem Pengambilan. *Sujud: Jurnal Agama, Sosial dan Budaya*, 2(1), 713-719.
- Pratiwi, D. (2024). Manajemen perpustakaan dalam meningkatkan literasi informasi peserta didik di SMP Negeri 19 Kota Jambi. *Jurnal PTAM*, 233-245. <https://doi.org/10.31004/jptam.v8i1.13288>.
- Qaradawi, Y. (1997). *Fiqh al-dawlah fi al-Islam*. Maktabah Wahbah.
- Qaradawi, Y. (2020). *Fiqh al-shura wa al-istisharah*. Maktabah Wahbah.
- Rahim, S., Sani, M., & Shuhidan, S. (2024). A conceptual framework for social media engagement in academic library to advocate participatory service towards dynamic learning community. *Environment-Behaviour Proceedings Journal*, 3-11. <https://doi.org/10.21834/e-bpj.v9iS18.5459>.
- Rahmawati, S. (2018). Kepemimpinan Islami berbasis musyawarah dalam organisasi pendidikan. *Jurnal Manajemen Pendidikan Islam*, 5-67. <https://doi.org/10.52436/1.jpmp.3795>.
- Rochim, A., & Muttaqien, M. (2025). Keadilan, amanah, dan musyawarah: Integrasi nilai kepemimpinan Islam dalam manajemen pendidikan modern. *Jurnal Visi Manajemen*.

- Shihab, M. (2017). *Tafsir Al-Misbah: Pesan, kesan, dan keserasian Al-Qur'an*. Lentera Hati. Jakarta: Lentera Hati.
- Shihab, M. (2020). *Tafsir Al-Misbah*. Jakarta: Lentera Hati.
- Sulistyo-Basuki. (2013). *Pengantar ilmu perpustakaan*. Jakarta: Universitas Terbuka.
- Syafi'i, M., & Zulaikha, S. (2024). Kebijakan pengembangan koleksi perpustakaan perguruan tinggi: Tinjauan literatur 2020–2022. *donesian Journal of Library and Information Science*, 35–45.
- Synder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 333–339. <https://doi.org/10.1016/j.jbusres.2019.07.039>.
- Utami, B., Hadiyanto, H., & Irsyad, I. (2024). A Literature Reviews on the Dynamics of Leadership and Decision-Making in Groups: Insights into Collective Problem-Solving. *International Journal of Educational Dynamics*, 103-107.
- Wijayanti, L. (2024). Konsep Syura Dalam Kepemimpinan Islam Kontemporer: Analisis Tantangan Dan Implementasi. *Jurnal Kepemimpinan Islam*.
- Zed, M. (2018). *Metode penelitian kepustakaan*. Yayasan Obor Indonesia.
- Zulkifli, Kustati, M., Amelia, R., Afnita, N., Reflianto, & Suhaili, H. (2025). Pendampingan pemberdayaan layanan perpustakaan berbasis digital di SMA Negeri 1 Kampung Dalam Pariaman. *Jurnal Pengabdian Masyarakat Indonesia*, 1043–1049. <https://doi.org/10.52436/1.jpmi.3795>.

Authors' Contributions

Ayu Trysnawati: Writing and preparing the original draft. Development of ideas; formulation or development of the main aims and objectives of the research. **Sohrah & Rosmini:** Supervision.

Conflict of Interests

The authors declare that they have no conflicts of interest associated with this publication. Furthermore, the research was conducted without any substantial financial support that could have affected or biased the results.

AI Usage Declaration

The authors state that AI tools were utilized only to assist in locating and identifying relevant references. These tools were not employed in developing research ideas, performing data analysis, or formulating scientific conclusions. Full responsibility for the content of this manuscript rests with the authors.