Implementation of Business Process Reengineering during New Normal in Dinamika University Library

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ABSTRACT

This research aims to find out how the implementation of business process reengineering occurred in the Dinamika University library during the new normal era. The method uses an exploratory approach by conducting in-depth interviews with key informants, the head of the library division, and the primary informants are library staff. This research will stop if the informants interviewed by the researcher provide the same information or the answers are no longer varied. In this study, the data collection using triangulation techniques that combine documentation studies, participant observation, and in-depth interviews. The findings of this study are the breakthrough in making the Library Online Services Application and the Dynamics of Box of Sterilization to sterilize a collection of books that have been borrowed, routinely promoting through Instagram, and developing an independent upload system.

Keywords: Business Process Reenginering, Library, New Normal

INTRODUCTION

A sizeable impact on humans has occurred due to the recent spread of COVID-19, both in daily life and work. Since the existence of a virus known as Corona in Indonesia, many activities in public places have been abolished to limit the spread of the virus, which is increasingly widespread. Some of its programs by the government are implementing physical distancing, implementing work from home, school from home, requiring health protocols for each individual, and limiting business operating hours and means of transportation. This new form of change is then called the New Normal, a difference in people's behavior where they can still carry out their activities and carry out health protocols, such as washing hands, using hand sanitizer, wearing masks, and keeping a distance from other people (Ma, 2020).

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Dinamika University Library, as one of the hearts of higher education regardless of the current conditions, must remain a Growing Organism, which is an active organization in an environment that changes rapidly and constantly. Therefore, libraries must dare to change and adapt so that they can serve all parties in need well (Khoir, 2018), especially with the case of the COVID-19 pandemic, many of the central business processes provided by the library experience problems, such as borrowing and returning collections of books or magazines, the process of submitting final project books for students who have completed their study period, borrowing areas or places in the library, borrowing ILT (Integrated Learning Terminal) computers, procurement and development of book collections, and events usually held routinely, such as Friday Movie, Book Review, and others must be eliminated. The library needs a reengineering application that can drastically change the business processes and organization with these problems. If the implementation of this reengineering is successful, the library can improve the institution's performance and its employees (Davidson, 1994). Otherwise, if this process reengineering effort fails, then the organization will take a significant risk.

LITERATURE REVIEW
Business Process Reengineering

Hammer, Davenport, and Short invented business Process Re-engineering (BPR) in 1990. It has become a successful and popular management tool over the last three decades. Tanoglu (2004) in (Mekonnen, 2019) stated that during the early 1990s, with globalization and the extraordinary pace of development in the field of Information Technology (IT), there were three driving forces, namely customer, competition, and change to produce BPR. Based on eighty cases that have been studied, BPR is divided into two methods, such as Davenport's BPR approach to process improvement and Hammers' Reengineering. Table 1 below will explain a comparison of the two processes :

Table 1. Simplification or Reengineering

Process Simplification	Process Reengineering
• Incremental change	• Radical transformation
• Process-led	• Vision-led
• Within existing framework	• Review framework
• Improve application of technology	• Introduce new technology
• Assume attitudes and behavior	• Changes attitudes and behavior
• Management-led	• Director-led
• Various simultaneous projects	• Limited number of corporate initiative

Meanwhile, Motwani, Kumar, Jiang, and Youssef (1998) (Habib & Shah, 2013) presented a BPR framework consisting of six phases, as described in Figure 1 below:
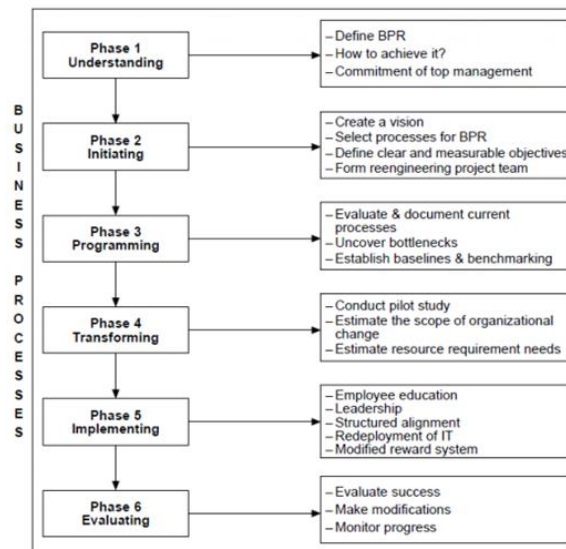
Figure 1. BPR Framework

Library

Libraries in Higher Education, whether it is a High School, Institute, or University, in their function, duty and existence are to carry out the Tri Dharma of Higher Education, such as teaching, conducting research, and community service (Rahayu, 2017). According to (Gabbay & Shoham, 2017), the role of academic libraries in terms of academic research and academic teaching is explained in Figures 2 and 3 below:
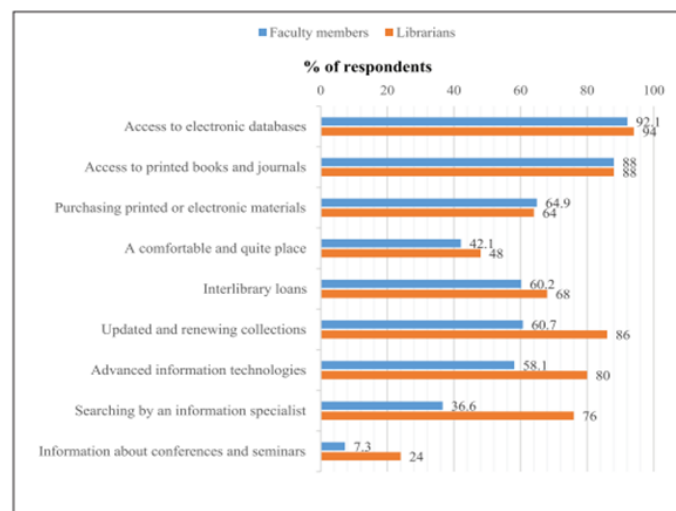

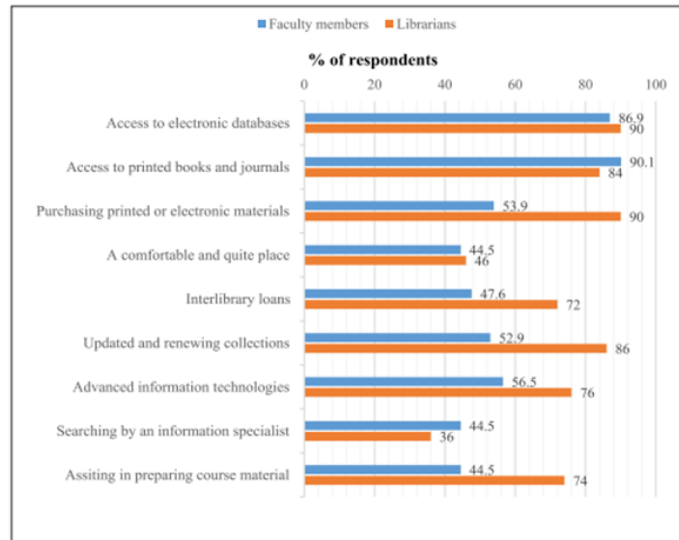**Figure 2.** The Role of Academic Libraries in Academic Research

Figure 3. The Role of Academic Libraries in Academic Teaching

RESEARCH METHOD

The study used a descriptive qualitative approach; from a qualitative analysis in a narrative, scientific research was obtained about the goals and objectives of exploratory research. The exploratory research method is a type of research method that aims to explore or look for factors contained in a particular phenomenon/condition/social setting (Mudjiyanto, 2018). Based on theoretical concepts and previous research, the conceptual framework in this study is divided into four stages, such as:

Table 2. Conceptual Framework of Business Process Reengineering

	Steps	Activity	Output
1	Identity and Communicating the Need for Change	- Deep Interview to Head of Dinamika Library	- Information about the processes are not working or relevant today
2	Put Together a Team of Experts	- Observation Participant	- Documentation about meeting result
3	Find the Inefficient Processes and Define Key Performance Indicators (KPI)	- Study Documentation - Interview / Disscusion	- Information about inefficient processes - Information about KPI
4	Reengineer the Processes and Compare KPIs	- Analysis - Study Documentation - Disscussion	- Business Process Mapping

Source: (Pearson, 2020)

In answering the conceptual framework of the research above, at the initial stage, the researcher will conduct in-depth interviews with the Head of the Library Division as a critical informant or person who knows and understands the current state of the library and has the authority to make changes. Furthermore, the researcher conducted additional interviews with the primary informants, such as library staff, to obtain more detailed information related to the daily operational processes in the Dinamika University library. This research will stop if the informant interviewed by the researcher provides the same information or the answers are no longer varied. So, the information from the object of

research is clear, accurate, and reliable. The data collection technique in this study used the triangulation technique, which combines the study of documentation, participant observation, and in-depth interviews. Technical data analysis is carried out based on the theory of Miles and Huberman (1984) in (Sugiyono, 2017) through a data filtering process, displaying data and conclusions.

RESULT AND DISCUSSION

In carrying out its daily operational activities, The Dinamika University Library divides its business processes into four business fields: The User Service Sector, Technical Services Sector, ICT Services Sector, and Administration Sector. However, due to the Covid-19 pandemic, there are some changes in the service business processes in the library. The business processes of the four fields can be seen in table 3 below:

Table 3. Business Processes Dinamika University Library

PROCESS BUSINESS	INPUT	OUTPUT	USER	REDESIGN
The User Service Sector				
Library Circulation Service	• Lending Transaction • Collection Extension • Collection orders	Reporting	• Civitas Academica • Library Collection Development	• Library Online Services (LIONS) Application • D'BoS (Dinamika Box of Sterilization).
Technical Services Sector				
Library Promotion and Cooperation	Promotions and collaboration with internal and external	Product awarenes	• Civitas Academica and General Public • Library Collection Processing	Live Instagram routinely
Library Collection Development	Provide the collection	Collection fulfilled	Civitas Academica	• Online process
Library Collection Processing	Maintenance the collection	Good conditions	Library Circulation Service	No changes
ICT Services Sector				
ICT Development and Utilization	Develop application and information system for library	Provide the information systems and applications	All division	• Develop LIONS Applications. • Develop a standalone upload system on the repository.
Administration Sector				
Administration Sector	Administration process	Good administration	Library Circulation Service	No changes

Based on the results of interviews related to business processes at the Dinamika University Library, as shown in Table 3 above, there are changes or redesigns of business processes for daily operational activities in the three departments. Firstly, the User Service Sector, notably in Library Circulation Service, making an application called LIONS (Library Online Services), which has online book extension facilities, ordering online collections and uploading independent scientific papers for students, and provides D'BoS (Dinamika Box of Sterilization), which functions to sterilize books that users have just returned before they are loaned back to other users. Secondly, in the Library Promotion and Cooperation business process, the Technical Services Sector has started to regularly conduct live Instagram by discussing specific topics of interest to students and the academic community. While in the Library Collection Development, currently, the book submission process can be done online. Lastly, the sector of ICT services has the challenge of immediately building the LIONS application and developing an independent upload system that can assist in collecting student scientific papers as a prerequisite for graduation.

CONCLUSION

The COVID-19 pandemic that has hit worldwide, especially in Indonesia, has forced company leaders to redesign their business operations to reduce direct contact between people; one of the ways is by optimizing technological innovation and implementing health protocol rules. As an institution in higher education that functions as a learning commons and information center for the academic community, Dinamika University library must adjust its business processes during this pandemic. Some of the breakthroughs that have been made by the Dinamika University Library during the Covid 19 pandemic are building an application called LIONS (Library Online Services), providing a box called D'BoS (Dinamika Box of Sterilization) to sterilize books/collections after being borrowed by users, routinely conduct live Instagram for promotional activities and engagement with the academic community, as well as develop an independent upload system to facilitate the process of collecting scientific papers for final year students.

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