

## Analisis Model Arsitektur Bisnis Proses Perpustakaan Keliling Menggunakan TOGAF 9.1

### *Using TOGAF 9.1 To Analyse and Model the Public Library Business Process*

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#### **Abstrak**

Pemerintah Kota Batu mengklaim bahwa Pelayanan Publik mereka diselenggarakan berdasarkan praktik Good Governance. Bidang perpustakaan yang berada di bawah kendali Dinas Perpustakaan dan Kearsipan berpedoman pada prinsip tata kelola yang baik dalam menjalankan setiap prosesnya, terutama dalam memberikan pelayanan perpustakaan kepada masyarakat. Penelitian ini akan menentukan komponen-komponen yang mendasari kegiatan yang dilakukan oleh Bidang Perpustakaan khususnya dalam penyelenggaraan layanan perpustakaan keliling. Wawasan dari hasil identifikasi jenis layanan, pemangku kepentingan, isu yang terjadi, nilai, dan motivasi menjadi panduan dalam penyusunan komponen yang membentuk model proses bisnis seperti peserta, fungsi, aliran, artefak, dan aturan. yang berlaku berdasarkan konteks layanan yang disampaikan. Model proses dikembangkan menggunakan bahasa pemodelan Notasi Pemodelan Proses Bisnis (BPMN). Kajian terhadap proses yang sedang berlangsung menggunakan Failure Mode and Effect Analysis (FMEA) yang mendefinisikan bahwa terdapat lima aktivitas yang teridentifikasi dengan kategori risiko tertinggi. Dari penelitian ini kami menyimpulkan dua solusi yaitu pengembangan sistem manajemen dokumen dengan fitur tanda tangan digital dan penjadwalan elektronik yang terhubung dengan sistem manajemen aset.

**Kata kunci**—Enterprise Architecture, Good Governance, Model Proses Bisnis, Layanan Perpustakaan

#### **Abstract**

The government of Kota Batu claimed that their Public Services are organized based on Good Governance practices. The library sector, under the control of the Library and Archives Service, is guided by the principles of good governance in carrying out each of its processes, especially in delivering library services to the public. This research will define the components that form the basis of the activities carried out by the Library Sector, especially in the delivery of mobile library services. Insights from the results of the identification of types of services, stakeholders, issues that occur, values, and motivations serve as a guide in the preparation of the components that form a business processes model such as participants, functions, flows, artefacts, and rules that apply based on the context of services being delivered. Process models are developed using the Business Process Modeling Notation (BPMN) modelling language. The study of the ongoing process is using Failure Mode and Effect Analysis (FMEA) which defined that there are five activities identified with the highest categories of risk. From this research, we conclude two solutions, namely the development

*document management system with digital signature features and electronic scheduling that is connected to the asset management system.*

**Keywords**— *Enterprise Architecture, Good Governance, Business Process Model, E-Government, Business Architecture*

## 1. INTRODUCTION

The Government of Batu City Library and Archives Service is the Regional Apparatus Work Unit (SKPD) which is given the authority to manage activities such as storage, provision, and documentation of archives, as well as implementing and managing library activities [1]. Public services have outcomes that directly impact the community, so the public's perception of service quality will affect the response to the government's ability to manage its institutions. In addition, the fulfillment of public services based on good governance will have an impact on increasing people's welfare [2].

Operational activities in the organization are carried out based on guidelines in the form of documents, commonly called procedures. A practice is a document representing the process flow in a graphic format to guide the implementation of company activities [3]. The procedure document describes the flow of activities within the company in a graphical form that is accompanied by a description of the roles and responsibilities of the participants in a business process. This procedure document is further defined as a standard document in the rules set by the Minister of Administrative Reform Bureaucratic Reform (MENPAN-RB) Number 19 of 2018. It is referred to as the Standard Operational Procedure (SOP). The model expressed in graphical form in the SOP document is also called a process model; it is a technique used to present abstractions from complex real-world situations to make them easier to understand [4].

Through the regulations formulated by MENPAN-RB, namely PermenpanRB Number 21 of 2008, which discusses guidelines for the preparation of SOPs; and PermenpanRB Number 19 of 2018 concerning rules, principles, stages, management, standards, and hierarchy in the practice of process models within government agencies, it can be concluded that the preparation of procedures in the form of graphic models is an important and urgent issue. Based on the Government Agency Business Process Analysis Study conducted by ITS in 2015, common problems were identified in managing business processes in government institutions. First, the general understanding of the apparatus of business processes is still diverse in terms of definitions, boundaries, structuring patterns, and the meaning of governance (business process). Second, improvement of business processes in local government is still needed. Third, there is a gap between the concept of business processes as discoursed by academics and the management practices that occur in government agencies. Fourth, business processes in government organizations have generally never been evaluated and updated [5]. Another problem identified is the existence of overlapping functions in government agencies because there is no clear and measurable representation of systems, procedures, and work processes [6]. In addition, the need for government institutions to align the organization's architecture with the vision and mission so that IT investments can be adequately realized and answer the community's needs [7].

Ismayani [8] said through her research, that with literacy people can use language to increase their capacity to think, create and ask questions, which helps them to be more aware of the world and empowers them to participate effectively in society. By conducting searching on search engine (search service) based on keywords "literacy+Indonesia" to find specific information about the state of literacy in Indonesia, there is an index to define the level of literacy called reading literacy index which is defined as Aktivitas Literasi Membaca (Alibaca) in Indonesian. Alibaca index can be measured or affected by four factor, namely skills, access,

alternatives, and culture. It can be inferred that the data that has been obtained from katadata website shows the level of reading literacy (Alibaca) index in Indonesia is 37.3%, which is still categorized as low [9]. From 38 provinces, East Java (Jawa Timur) is located in rank 29 with Alibaca score in 33.2% which is below country's average. From this information it can be concluded that rating of literacy in Indonesia especially in East Java should immediately be upgraded so that Indonesian people will be ready to play a positive role in information society era. Literacy can be improved by creating learning environment through Library. Library play a key role in constructing and promoting literacy by offering reading material for all ages and all levels of literacy [10].

Based on review on studies related to library, it is stated that library is the information center where all people can enjoy its usage [11]. Aside from being a knowledge and information center, the library is a strategic place as a community gathering place for discussions, and for distribution of reference materials for college or school assignments. Everyone definitely needs services from the library especially for students or even the general public [12]. However, the existence of a public library does not guarantee that all users can take advantage of its services due to various factors, one of which is the remote location which makes it difficult to access [13].

Mobile library is a service extension of the district/city public library. The library provides services by visiting residences or places for community activities, with a certain schedule and in collaboration with the public and the private sector [13]. Mobile libraries can meet individual needs to be able to access a collection of learning resources according to their preferences even though they are located far away or cannot access public library services [14]. Based on research result by Primadani [15], procedure especially one that can simplify interaction between users and mobile library services are highly desirable, because procedure is very helpful in providing the context of services to users and understand the flow of services. According to the study conducted by Dewi and Suharso [16], one of the criteria for delivering good services in mobile library is fast processes and accurate services.

From interview with head of agency and head of Library Department, it can be concluded that the Batu City Library and Archives Service still need written guidelines for carrying out the library management process. This can have a sustainable negative impact on the implementation of public services. The adverse effects that can occur include Regional Apparatuses having difficulty understanding the relationship between data and information in public service, being unable to distinguish the roles of implementers and those in charge in the flow of public complaints, overlapping responsibilities in service delivery, and experiencing difficulties in understanding, measure and manage activities within the organization. Meanwhile, the existence of standard and written procedures will have an impact on work steps, the actions of the public complaint management apparatus will be measurable, and the recent decisions will be effective, consistent, standardized, and systematic [17]. In addition, there were problems related to mobile library services, including the books provided were not by the theme of activities and the target of library visitors; the process of delivering mobile library services was not good for various reasons such as infrastructure issues and the lack of understanding of mobile library implementers on collections. Books owned by the library. The characteristic of public services is that management success is measured based on the success of the organization in delivering services; delivery of services that are not suitable can affect public perceptions of the performance of the City Government. From the user of library service perspective, based on research conducted by Irawan [18] stated that there were several obstacles in mobile library services, namely lack of library materials, limited asset in mobile library facilities such as vehicles, and the absence of librarians.

The solution formulated from the problem description is by modeling business processes and illustrating the relationship between the process model and strategic documents from government institutions. The key in the form of an architecture that represents the process model, information, and software requirements has characteristics; First, it must be able to be

used and understood by stakeholders who take part in the management and delivery of services at the Library and Archives Service, Second, the model can be well documented and easily define the current process and the proposed process model. Third, it can be concluded that the developed model is better than the current process model in agency/SKPD. Fourth, the process model aligns with organizational goals and information system needs. Through elaboration of the narrative that has been done, it can be concluded that this research requires an approach that can represent architecture in the perspective of organizations and business that can be derived into system requirements. This study also requires to document these architectures in a graphical representation that is not limited by the rules of one vendor. In addition, to this research needs to accommodate the alignment between business processes and organizational goals. The concept that can be used to answer the issues and its solution based on the characteristics of each point of view is Enterprise Architecture (EA) .

EA has four architectural domains: business architecture, data architecture, application architecture, and technology architecture [19]. This study focuses on defining the business architecture of mobile library services at the Library and Archives Service. There has been a lot of research discussing the implementation of Enterprise Architectural Framework in Organization [20] [21] [22] [23] [24] [25], and implementing architectural framework for instrument in evaluation [26] [27] [28]. By using activities in TOGAF ADM especially in business architecture phase as a guidance this study tries to compile sequential steps that can be followed in compiling the components needed to develop a business process models as defined in Permenpan-RB no. 19 Th. 2018. Furthermore, by using the correlation between architecture vision and business phase through defining models of Motivation, Strategy, and Business Element using Archimate a mapping between strategy and business process will be composed. The contribution that this research can make is in defining the steps that can be used that act as a way to map the organizations goals and business process modeling initiatives based on the current regulation.

## 2. RESEARCH METHODOLOGY

This research was carried out through direct observation at the research location; the research approach was carried out at a specific period to produce data representing the delivery of public service processes that became the research focus. This cross-sectional study was carried out using data determined at a particular time. Approach used to define and model business process and articulate it as an extension of strategy will be implemented in top-down manners. EA preparation framework, namely TOGAF, is used because the TOGAF framework is most suitable for easy and straightforward EA development for institutions that still need to have a business, data, Information System/application, and technology (BDAT) architecture [29].

This study is started with identifying and selecting appropriate modeling language, the modeling language of the business architecture used is adjusted to the Menpan RB rule number 19 of 2018, which uses the Business Process Modeling Notation (BPMN). An important advantage in using TOGAF ADM is that the language used in Enterprise Architecture does not have to be depended on the Archimate modeling language, but can be adapted to the domain being developed [30]. Enterprise Architect can utilize the BPMN modeling language [19] to represent the business process domain, as well as the UML [31] notation for the information systems domain [32]. Meanwhile, the alignment between the process model and the organization's strategic steps is modeled using Archimate. Then adjust the EA framework to the research needs. This research was conducted to define the current business process (as-is) and

the proposed business process (to-be). Therefore, 3 phases of TOGAF are used in preparing the business architecture: the Preliminary phase, Architecture Vision, and Business Architecture.

Second step is identifying Batu City's strategy, category of focus, its objectives, agency in government that support achievement of strategy, metrics, targeted and actual level. Balanced Scorecard (BSC) are used in defining these strategies and its component. After defining city wide strategy then the next action is defining agency organizational structure and its vision and mission to begin mapping it with one of the strategy aspect or perspective. The correlation between agency's strategic statement with Batu city's strategy will be reason to state that there is an objective alignment between city government with its agency.

Third step is identifying the agency's architecture, particularly the services managed by agency, principles that must be adhered in developing business architecture [33] [34], and modeling the motivation elements of services using Archimate [35]. These three deliverables will mainly be attributed to the design of business architecture and the realization of recommendation given in this study. Input for this step is planning document defined in Sistem Akuntabilitas Kinerja Instansi Pemerintahan (SAKIP), organizational structure, and regulation that act to define function of each role in agency; This second step will deliver architecture in the form of model to illustrate services delivered by agency, its correlation with organizational structure, and motivation. While motivation can be defined in stakeholder, motivation, and assessment viewpoint [35], the correlation between organizational structure and its services will be depicted in Business Process Map Framework using Level/Tiers [36].

Fourth step is identifying motivation elements, strategy elements, and value generated from the mobile library services to understand why the organization needed to deliver said services. Determination of the required components needed for modeling business process of mobile library services also being carried out in this step. Input for this step are document review applied to regulation that define the role and function in agency [37], sequence of activity obtained from observation, interview result with 5 respondents in agency, department, and section level who were selected using snowball method. Process that will be implemented in this step are finding the rules governing mobile library services, then using those rules to identify participants who are responsible for service delivery. Using this information and output from step three, also from observation and interview data sequence of task for delivering the mobile library service will be modeled into BPMN.

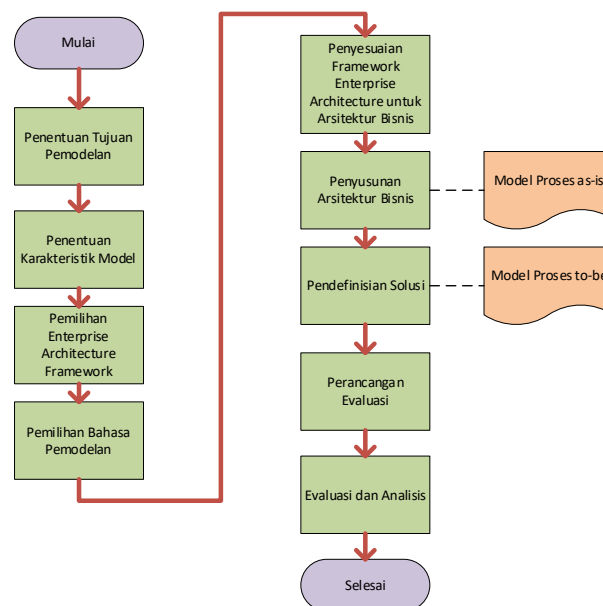


Figure 1. Research Methodology

The Fifth step will be the identification issues and determine its solutions issues in the business architecture. The current business architecture uses a business process modeling language, namely BPMN. The business architecture preparation phase will produce an as-is process model as an output. After the as-is process model is defined, an analysis will be carried out to see the issues and root causes of the case using FMEA. After the problems are identified, the next step is formulating a business process solution by utilizing RANTI's Generic IS/IT Business Value [38] and optimizing the process using principles of TOGAF and Good Governance, and e-government initiatives from other provinces. The evaluation scenario design is then executed by defining syntax quality measurement scenarios, semantic measurement scenarios, and pragmatic measurement scenarios. Finally, the evaluation scenario step is carried out to conclude that the resulting model can represent the current and proposed business architecture models, the differences between the present and proposed process models, and define the advantages of the proposed model.

### 3. RESULT

Institutional goals can be achieved if all of its supporting components can carry out their responsibilities properly. In this research, document review was conducted on the Batu City's strategic plans (*rencana strategis*) and working programs (*program kerja*) documents Years 2016-2020 in which there is a focus on government development and management within a period of 5 years. Based on the result of document review and analysis of documents through BSC framework, it can be concluded that there are four aspects of strategies that support institution vision and missions. These four strategic perspectives are structured and divided into interrelated components, so that it can be interpreted that the achievement of one component will support the achievement of components in another perspective.

Based on the review of strategic plan and working programs documents, four elements of the BSC were formulated, namely Organizational Development and Knowledge Transfer, which each of its components can be used as guidance in developing programs, activities, processes, regulations, and projects concerned with improving the capability of Batu City's resources. Furthermore, it is hoped that improving the quality of human resources will encourage the realization of BSC's second perspective that is organizational productivity. Quality resources will ensure that services to the community will be delivered. Services to the public should be carried out by government responsibly based on rules, standards, guidance, and procedures that are structured to fulfill the components of BSC's third perspective that is Quality Assurance and Business Process. For the fourth perspective, customer value will be achieved through increasing resources capability and defining processes that support regulation implemented by the city. Ultimately all of these components categorized into perspectives will support the achievement of Batu City's Vision and Mission. Batu City's BSC depicted in Figure 2.

The vision of Batu City's Library and Archives Agency is "Realizing Public Services in the Field of Library and Archives Excellently and Professionally", from this vision it is then derived into 2 missions, these are:

- a. Realizing literacy culture through excellent service in the library sector, and
- b. Realizing excellent, professional, transparent, and accountable archiving initiatives for government body through good governance.

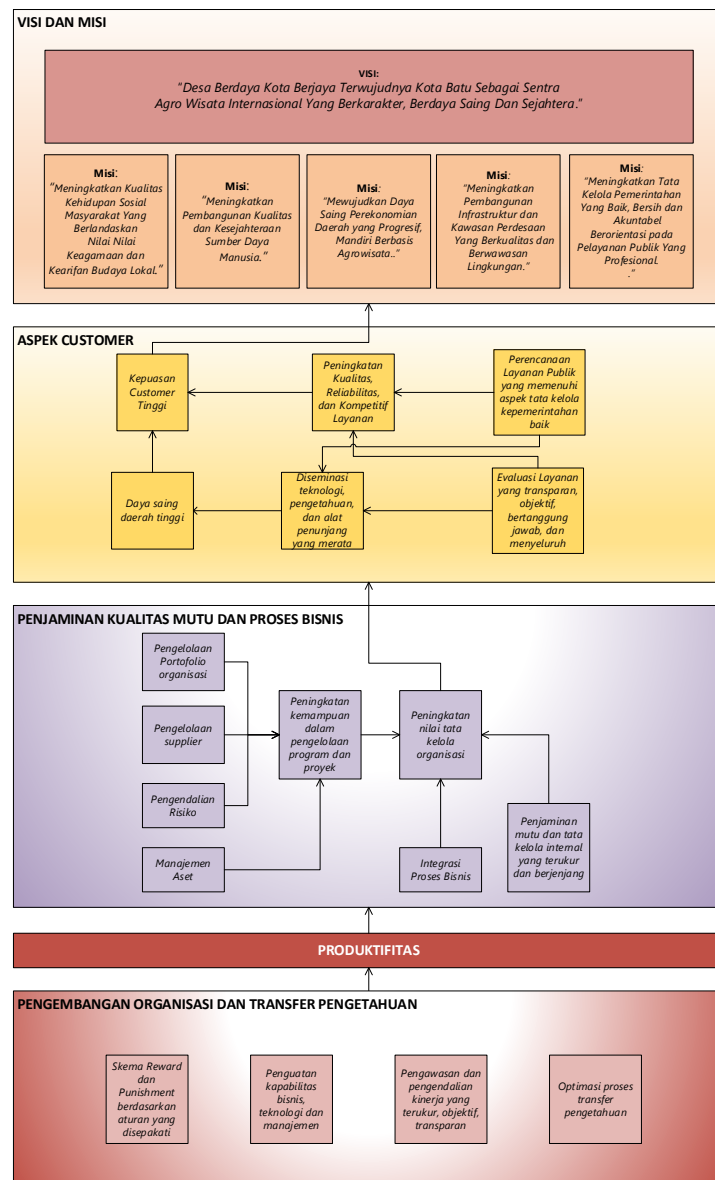


Figure 2. Government of Batu City BSC

If viewed from the first mission of Batu City's Library and Archiving Agency, that is creating or realizing culture of literacy, it can be implied that the agency's organization goal is to support the attainment of quality human resources in the city of Batu according to a study conducted by Ismayani [8]. Implicitly this mission will support achievement of one of the components in BSC, especially in the Customer aspect that is achieving competitiveness for the city. Based on this narrative there is an alignment between the strategy of Batu city and the goal of the Library and Archiving Agency.

The organizational structure of Library and Archiving Agency are defined based on the Batu City Regional Regulation Number 5 of 2016 concerning the Formation and Composition of Regional Apparatuses, it can be described in the Batu Mayor Regulation Number 76 of 2016 concerning the Position, Organizational Structure, Job Descriptions, and Functions and Work Procedures of the Batu City Library and Archives Service with details of the Organizational Structure in Figure 3

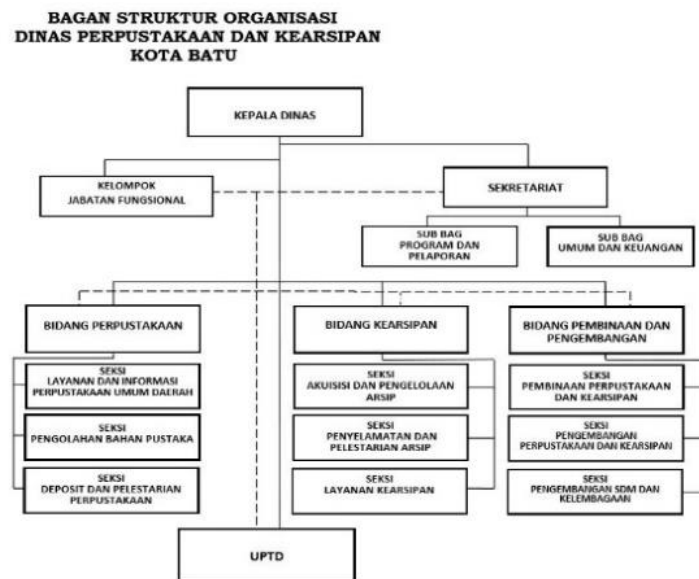


Figure 3. Organizational Structure of the Batu City Library and Archives Service

Based on the BSC, strategic statement of the agency, and organizational structure, evaluation of the correlation between BSC based strategy and the strategic statement of agency is carried out through expert evaluation. Experts were selected using non-probability sampling with snowball sampling or chain-referral sampling method [39]. From this method of defining sample for population, expert has been selected based on the following roles in organization, these are the Head of Agency, Head of Department of Library, Head of Department of Archives, Head of Coaching and Development Department, and Head of Sub-Department Program and Reporting under the secretariat. In total there are 5 expert that will evaluate the correlation between BSC and strategic statement. All of these expert agree that there are correlation between strategic statement of agency with achieving competitiveness in BSC Customer Aspect, but the Head of Agency and Head of Library Department mention that the BSC needs to be redesigned especially in the customer aspect.

The Batu City Library and Archiving Service have two main organizational functions, each of which has three main business processes. Then each of the central business processes is elaborated into more detailed procedures. This research will focus on one of the services run by the Batu City Library and Archives Service, which is contained in the level 1 business process in the framework of the business process level, namely the Mobile Library. To model the process, it is necessary to decompose the process, which aims to detail the business functions so that they become activities that will then be assembled into business processes.

Based on the results of the identification of the business process level framework of the Batu City Library and Archives Service, it can also be identified business process level 0 from the Batu City Library and Archives Service. Based on the Regulation of the Minister of State for Empowerment of State Apparatus and Bureaucratic Reform Number 19 of 2018 concerning the Preparation of the Business Process Map for Government Agencies, the level 0 business process is a business process that contains all business processes of government agencies consisting of main business processes, management business processes, and supporting business processes. . The level 0 business processes of the Batu City Library and Archives Office can be seen in Figures 4 and 5. The activities involved in the process and who are the stakeholders or actors involved in them.



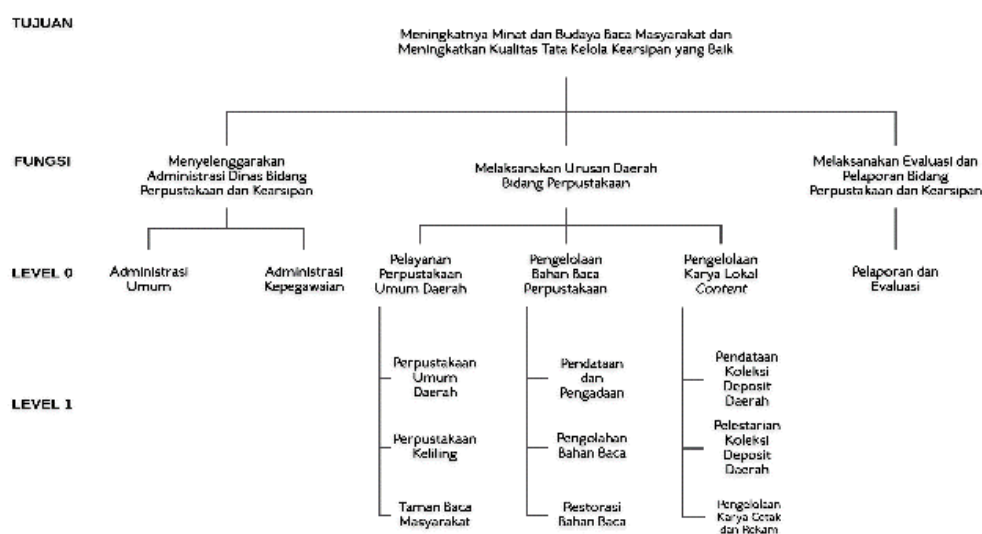


Figure 4. Business Processes Map Framework by Levels (based on Permenpan-RB No. 19 th. 2018) (1)

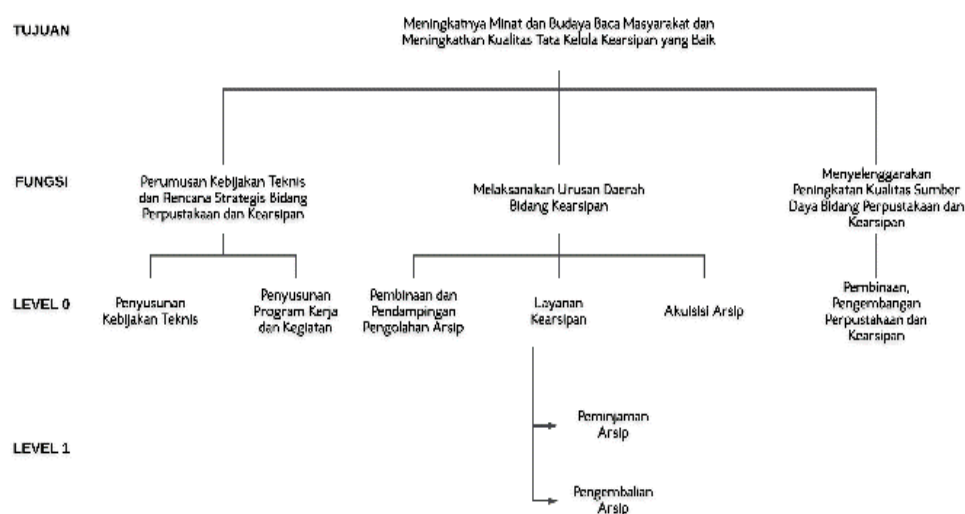


Figure 5. Business Processes Map Framework by Levels (based on Permenpan-RB No. 19 th. 2018) (2)

Business process modeling in the library sector is defined based on the output of the decomposition process in the library sector and the level of business processes in the library and archives of Batu City. The first step in defining business processes in the library field is to identify each activity or activity carried out by business process participants. The business process modeled in this progress report is the process for Regular Mobile Library Visits. This happened because there were obstacles that caused the research team to find it challenging to explore activities in the Office because of communication difficulties.

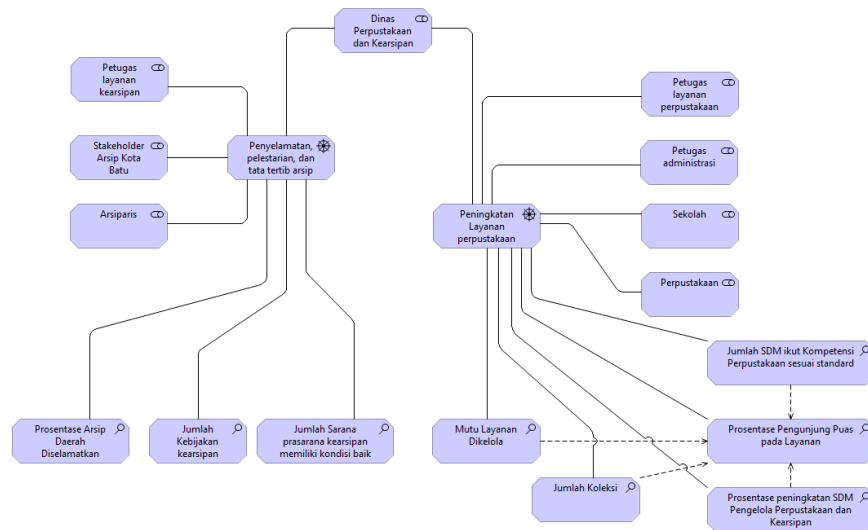


Figure 6. Preliminary Phase: Stakeholder, motivation, and assessment view on Services delivered by Agency of Libraries and Archives in Batu City

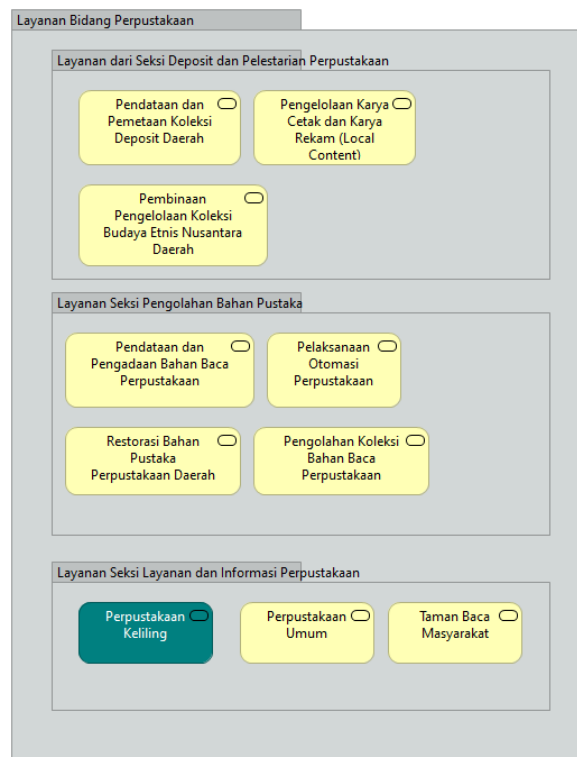


Figure 7. Business Product Viewpoint: Business Services in Batu City's Agency of Library and Archives, Department of Library

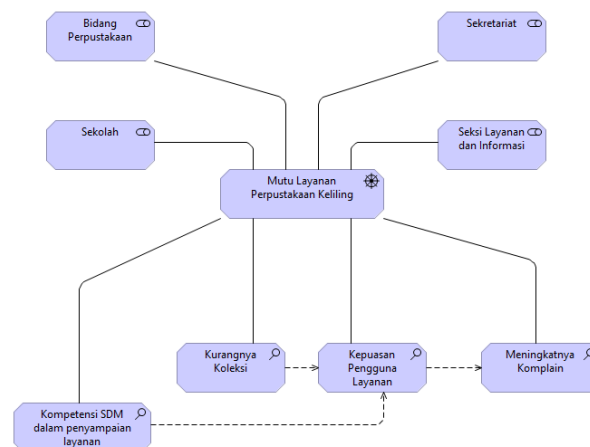


Figure 8. Preliminary Phase: Stakeholder, motivation, and assessment view on Batu City's Mobile Library Services

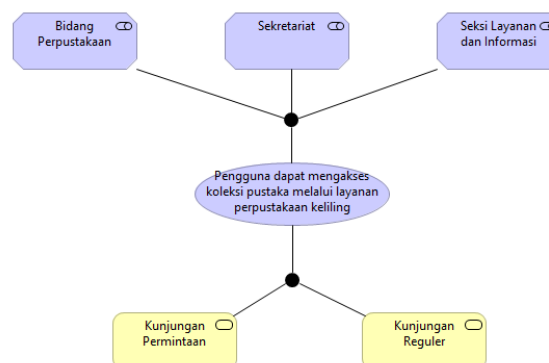


Figure 9. Business Architecture: Value of Batu City's Mobile Library Services

The defined activities are then assembled into one activity flow using the business process modeling language, namely BPMN. Bizagi Modeler is used as a tool used to generate process models for the activities that have been identified.

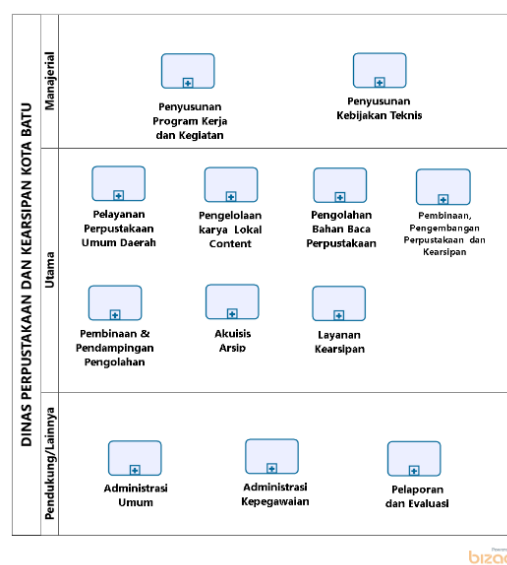


Figure 10. Business Processes Mapping Level 0 on Batu City's Agency of Library and Archives (based on Permenpan-RB No. 19 th. 2018)

## Analisis Model Arsitektur Bisnis Proses Perpustakaan Keliling Menggunakan TOGAF

### 9.1

The Mobile Library is one of the services provided by the Batu City Library and Archives Service. Mobile Library is a public library service that is carried out by visiting or visiting readers at a predetermined place that has been determined and is divided into two processes, namely Regular Visits and Request visits.

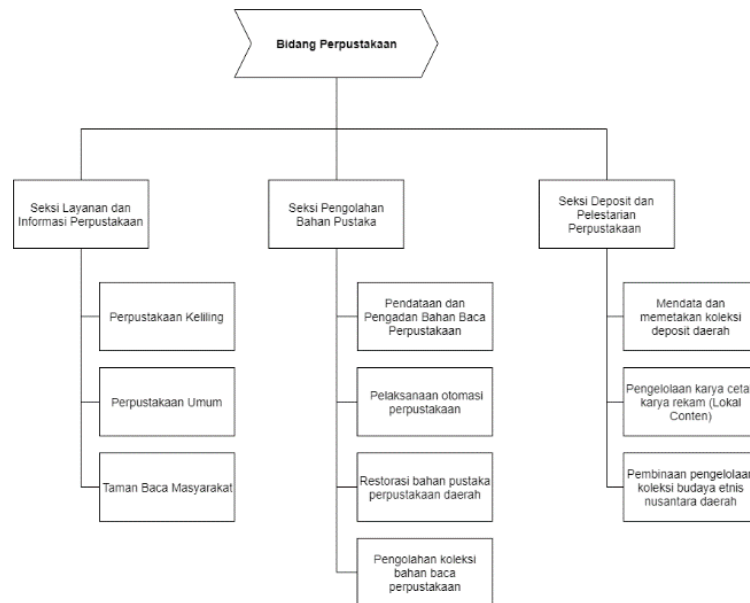


Figure 11. 3rd Deliverables: Decomposition of business processes in the Department of library (based on Permenpan-RB No. 19 th 2018)

The next step in this research is to identify problems in business processes and provide recommendations for problem solutions using the principles of Good Governance, Ranti Generic IS/IT Business Value, and Business Process Reengineering (BPR).

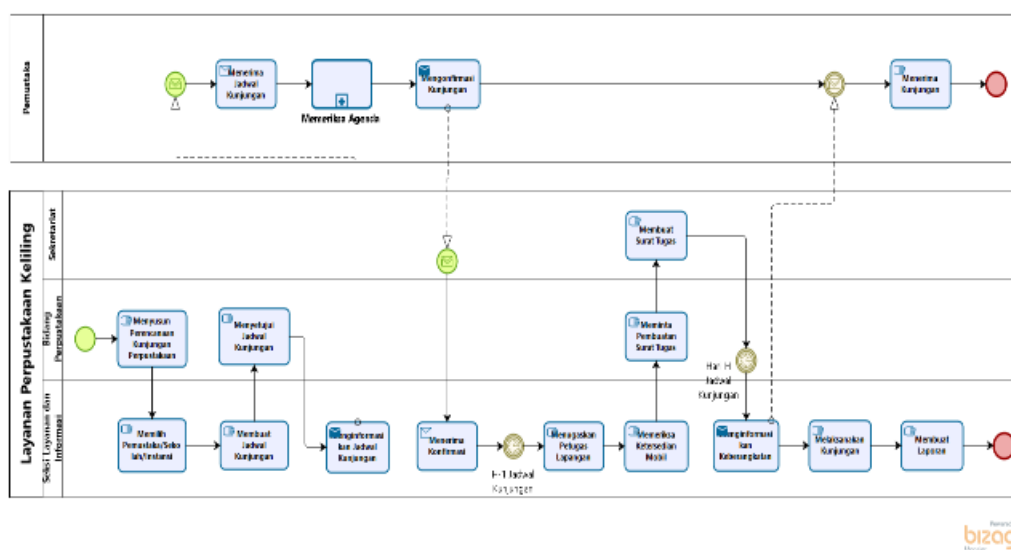


Figure 12. Mobile Library Regular Visits Process Model (based on Permenpan-RB No. 19 th 2018)

Failure Mode and Effect Analysis (FMEA) on business processes mobile library is carried out based on actors and processes running on business process. Failure Mode and Effect Analysis (FMEA) analysis on business processes and regular visits to the mobile library can be seen in Table 1.

Table 1. FMEA analysis

Actor	Activity	Potential Error	Severity	Occurrence	Detection	RPN	Rank
Library Field	Planning a Library Visit	Error in determining the number of visitors to be addressed	5	1	2	9	6

Failure Mode and Effect Analysis (FMEA), run by the correct analysis rules, will produce a priority ranking of potential problems and the RPN value of each potential problem. After obtaining possible errors in the service delivery process, the next step is to make recommendations for solutions to these problems. Based on the results of the Failure Mode and Effect Analysis (FMEA) Mobile Library Service, the Batu City Library and Archives Service has potential issues that have a direct impact on Users so that the quality of the service is not effective and efficient in meeting users' needs. Andrianto (2007) states that good or bad governance can be judged if it has been in contact with all elements of the principles of Good Governance. The focus of Good Governance is the primary method or reference used to carry out good governance.

Suardini (2018) explains that the use of E-Government by the government is basically to provide citizens with access to more timely and easily accessible information and to facilitate access to government and public services in areas that are the focus of regional development. The first stage of implementing E-Government is the "computerization" of the institution's processes to enable agencies to increase their capacity to deliver better services.

The Draft Recommendation for Needs was prepared based on the evaluation results using the FMEA technique and combining the FMEA technique with the principles of Good Governance related to activities. The Recommendation Design for Mobile Library Service Needs can be seen in Table 2.

Table 2. Recommended needs for IS Business Process Regular Visiting Mobile Library Services

Activity-bag	Potential Failure	RPN Rank	Principles of Good Governance	SI recommendation
<i>Assigning Field Officers</i>	<i>Field officer unavailable</i>	<i>1</i>	<i>Effectiveness and efficiency</i>	<i>Office activity online calendar</i>

Furthermore, the identification of IS/IT business benefits is carried out from the previous

IS/IT requirements recommendation draft results. Identification was carried out through interviews and discussions with resource persons from the Batu City Library and Archives Service. The results of identifying IS/IT business benefits from the draft IS/IT requirements recommendations can be seen in Table 3

#### 4. CONCLUSION

The Batu City Library and Archives Service have several main business processes contained in level 0 business processes, including Regional Public Library Services, Library Reading Material Processing, Local Content Management, Archives Acquisition, Archival Services, Management Guidance and Assistance, Library Development and Development, and Record management. In the Regional Public Library business process, there are three services: Community Reading Parks, Regional Libraries, and the last Mobile Library, which is the focus of this research. Mobile Library Service on Regular Visits consists of several activities such as Planning a visit to Injuring a visit. Business process modeling in Mobile Library Services uses Business Process Model and Notation (BPMN), which describes the current business process flow.

The formulation of solutions to business process problems in the Mobile Library Service of the Batu City Library and Archives Service is carried out by designing recommendations for IS/IT needs which are compiled based on the evaluation results of Failure Mode and Effect Analysis (FMEA) with the principles of Good Governance. Recommendations for IS/IT needs include an Inventory Information System, Letter Information System, Digital Signature (digital validation), and an integrated Online Office Calendar that can meet the principles of Responsiveness, Effectiveness, efficiency, Accountability, and Transparency in Good Governance.

Table 3. Business benefits of IS requirements

Activities	Principles of Good Governance	SI recommendation	Generic IS/IT Business Value	IS/IT Business Value Code
<i>Assigning Field Officers</i>	<i>Effectiveness and efficiency</i>	<i>Office activity online calendar</i>	Speed up the decision-making process	<i>APR-08</i>
			Improve planning accuracy	<i>IAC-04</i>
			Improve decision accuracy	<i>IAC-05</i>
			Reduce order cancellation	<i>IES-01</i>

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