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**TITLE: SUSTAINING A COMMUNITY-MANAGED LIBRARY THROUGH
VOLUNTEERS: A CASE STUDY OF ULIANG LIBRARY, TRONOH MINES NEW
VILLAGE, KAMPAR**

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Sustaining a Community-Managed Library through Volunteers: A Case Study of U-Liang Library, Tronoh Mines New Village, Kampar

Abstract

The sustainability of community engagement is a growing concern in society as the number of community engagement programs is increasing and community engagement is proven to be beneficial to the community. Community-managed library is one of the community engagement programs, that is vital to serve and to improve the community. Community-managed library is a library that fully depends on the funds from the community and it was mostly staffed by the volunteers. This type of library is in need of volunteers to support their daily operations as it does not have a lot of money to hire paid staff. Volunteers that are of different expertise help to enable them to develop the capacity in sustaining community-managed libraries. Yet, community-managed library is currently facing a shortage of volunteers. Besides, there is limited research about the reasons for lacking volunteers in operating community library. By bridging the gap, this research looks into a case study of U-Liang Library in Tronoh Mines, Kampar, one of the community-managed libraries in Malaysia, to find out the reasons for lacking volunteers. This research aims to study reasons that hinder volunteer's involvement at a community-managed library and to identify ways to sustain a community-managed library. This qualitative research employed in-depth interview as the research method whereas snowball sampling was applied to choose the interviewees for our research. This research generated two types of factors that motivate volunteerism which are personal factors and environmental factors and also the ways to increase volunteers. On a side note, this study also offered ten solutions for the community-managed libraries on how to sustain the library as the results from multiple journals indicated that currently the libraries are facing hardship in sustaining themselves. However there are a few limitations for this study

and one of them is a single case study does not reflect entirely the complexity of problems that faced by the entire community-managed libraries across Malaysia or internationally. In addition, snowball sampling limited the diversification of interviewees for this research as most of them were either volunteers or committees of the library but lacking of the opinions from the library users. Throughout the study, there were recommendations generated for future study as well. To address the limitation of snowball sampling, it is recommended to opt for judgement sampling for future research about this topic as it allows the researcher to approach more diversified respondents, providing more objective results to represent the findings of a research. Moving on, it is also recommended to expand the investigation scope of community-managed library in future research by studying more community-managed libraries to provide a more comprehensive perspective, fruitful existing literature and the creation of new solutions in sustaining community-managed libraries. It is also suggested to refine the future study by incorporating the views of local children, as it would provide different findings from various perspectives. There are also four expected challenges suggested in this study for future research which are change of authorities, change of a vision of the authorities, the need for a community-managed library in a local community and finally elevated expectations of a local community. In a nutshell, the research conducted through in-depth interview with the local community that was related to U-Liang library had successfully identified the ways to sustain a community-managed library after knowing the reasons that hinder volunteer's involvement at the community-managed library. The findings provided good evidence against the research objectives. It is possible to use this research to highlight the ways in attracting volunteers that other community-managed libraries could execute to sustain in the future.

Keywords: Community engagement, Volunteers, Community-Managed Library, New Village, Sustainability

Chapter 1

1.0 Introduction

For the past decades, the public has been urging governments and service systems to involve community engagement in the formulation and delivery of services (Cavaye, 2000, 2004; Head, 2007; Katz, 2007; Lenihan & Briggs, 2011; OECD, 2001; Moore & Skinner, 2010; US Department of Health & Human Services, 2011; Vinson, 2009). Community engagement is defined as a group of people who work collaboratively within a community to help in addressing the issue and improve the community (Rogers & Robinson, 2004). Community engagement also refers to the mutual communication and participation between the government and the citizens in serving the community (Cavaye, 2004). Community engagement is increasingly being emphasized around the world (Hind, 2010).

Community engagement is being pushed increasingly due to constant major societal changes. Firstly, it can be seen that there is a rapid social change happening around the globe that reshaped the life of the families that are raising children (Giddens, 2002; Bauman, 2011; Hayes et al., 2010; Leigh, 2010; Trask, 2010). Although most of the families are benefited from this major social change, some of them do not, and are overwhelmed with the intensified demands of living and parenting (Barnes et al., 2006; Gallo & Matthews, 2003).

Furthermore, these epic, rapid social changes have also brought new adversities to the service system, creating more severe and wicked social problems (Australian Public Services Commission (APSC), 2007; Conklin, 2006; Head, 2008; Moore & Fry, 2011; Wexler, 2009). Some of these critical issues are climate change, poverty, child abuse and Indigenous disadvantage (APSC, 2007; Devaney & Spratt, 2009; Egger & Swinburn, 2010; Fogel et al., 2008; Head, 2008; O'Donnell et al., 2008). Although these issues exist for a long period, they become more serious as we slowly realize that they are beyond our control and we fail to tackle

them successfully whereby the consequential damages are fatal to the globe. Without a multilevel systemic approach, these problems would not be solved and addressed effectively by a single agency or intervention; hence, the urge of a more active community engagement (Ellis, 1998; Moore & McDonald, 2013; Moore et al., 2015; Trickett&Beehler, 2013; Trickett&Schensul, 2009).

On top of that, in accordance to research, children or young people are experiencing worsening levels of poor outcomes across a few main aspects such as physical and mental well-being, and social and academic functioning (Access Economics, 2009; Eckersley, 2008; Keating & Hertzman, 1999; Li et al., 2008; Putnam, 2015; Richardson & Prior, 2005; Stanley et al., 2005). Although there is growing prosperity among nations, these unacceptable poor outcomes continue and lead to a worse result that can be seen at the lower end of the socioeconomic scale (Marmot, 2015).

Delving into community engagement with a different perspective, the developed service systems failed to act efficiently and effectively in curbing immediate challenges faced by modern families (Adams & Nelson, 1995). This particular issue has then become ingrained and passed from generations to generations, making poorer outcomes for the children and families (Denburg&Daneman, 2010; CCCH, 2011; Hertzman & Boyce, 2010; Maggi et al., 2010). It is apparent whereby in these neighborhoods, there is a narrower range of health, community service and education available and the members of these neighborhoods also find them less accessible (Arthurson, 2003). Existing local services face hardships in addressing the sophisticated needs of the families in the disadvantaged communities (Moore, 2008; Moore & Fry, 2011; Wear, 2007), and find it challenging to engage with vulnerable and marginalized families (Carbone et al., 2004; CCCH, 2010; Cortis et al., 2009; Katz, 2007; Watson, 2005). Such adversities often happen in a rural and distant area (Alston, 2009; Fegan& Bowes, 2004).

Satirically, it is usually these children that need the most help have less access to these services (Fram, 2003; Ghate& Hazel, 2002; Offord, 1987; Watson, 2005). Therefore, community engagement becomes more prevalent and a necessary element that a nation should look into across the globe.

Community-managed library is a project of community engagement by individuals who voluntary to build and maintain the library. Community-managed library fully depends on donations from their supporters for its daily operation (Valeda, 2006). These libraries are built in a community area and are managed by the community or volunteers, in order to enhance the literacy skill or reading habit in the community (Dent &Yannota, 2005). The concept of community-managed library is common as back in 1950, there were a great number of dedicated volunteers providing public library service to rural Britain (Smith, 1999). The community-managed library has been established since a long time ago in Western countries, and specifically in Britain during 1950s (Smith, 1999). Research shows that around 170 community libraries are operating in England and 40% are community-managed library based. Community-managed library is organized and managed by a community group with the main aim of serving and improving the community around it. Unfortunately, this concept of having volunteers to manage and operate rural public libraries only persists until the 1970s to 1980s and it begins to disappear as a result of the 1964 Public Libraries and Museums Act (Cavanagh, 2017).

However, coming into recent days, there started to have community-managed libraries such as those in Chalfont St Giles, Little Chalfont, and Old Town Eastbourne coming back to the society with huge success. In turn, these libraries are then overwhelmed with massive responses that tried to imitate them(Brooks, 2014). Moreover, although community-managed libraries have a long history, they are only recently starting to be more popular in England

where the amount of community-managed libraries increases tremendously. A survey that was conducted in between the year 2011 and 2012 indicated that 13% of corresponding authorities had established 38 community-managed libraries with other 10 planned later for that year (CILIP, 2012). In accordance with a research, it was recorded that in the year 2012, there were 80 libraries being managed by the volunteers (Anstice, 2012). 170 community-managed libraries were found operated in England by 2013 (Locality, 2013). Only a year later, another report by Locality (2014) found that the amount of community-managed libraries rose tremendously until the extent there were 300 of them. Clearly, it can be seen that the communities in England are well-aware of the perks that a community-managed library brings toward the development and enhancement of a neighborhood; hence more and more of them volunteering themselves to manage a public library. The sustainability of community engagement in these libraries is important as community-managed library is able to improve the community in all sorts of aspects in long term period.

In Malaysia, community-managed libraries are considered as new library service to the nation. It can be proved with the literature provided. To provide library services to the communities that stay at rural areas, National Library of Malaysia collaborated with a few corporate companies to establish three community-managed libraries respectively in Jusco AEON Setiawangsa, AEON Jusco Bandar MahkotaCheras, and Bukit Damansara (National Library of Malaysia, 2014). Later, National Library of Malaysia expanded the concept of community-managed library by setting up two more community-managed libraries in AEON AU2 Setiawangsa Kuala Lumpur and AEON MahkotaCheras Kuala Lumpur where these areas initially do not provide any public library services to the community (National Library of Malaysia, 2014). According to Perpustakaan Negara Malaysia (2012), there are currently six community-managed libraries under the administration of the Perak State Public Library whereas there are another four community-managed libraries under the supervision by the

Malacca State Library (PERPUSTAM). Besides, according to the research by Hussain (2014), it was stated there were six types of libraries in Malaysia which are the national library, public library, rural library, special library, library in private and academic library. Yet, the community-managed library was not one of them, showing that this concept is lacking of awareness in Malaysia. Compared with England, the numbers of community-managed libraries in Malaysia were in too little amount and were only established recently, which proved that this concept is still new in Malaysia.

Volunteers participating in community libraries are not a new thing for the world as there were four reports showing that volunteers were starting to replace professional staffs and also there were libraries that were fully operated and managed by volunteers (Anstice, 2012; Hill, 2010; May, 2011; Page, 2010). According to Chartered Institute of Public Finance and Accountancy (2012), a rise of 9% of volunteers participated in managing libraries in the year of 2011 and 2012. However, recently, there are three research show that community-managed library is lacking of volunteers in its daily operation (Ebiwolate, 2010; Woolley, 2011; Asselin, 2012). It is vital as volunteers help to sustain a community-managed library (Neuman, Khan & Donodolo, 2008). On top of that, without volunteers, a community-managed library could not operate and would collapse anytime soon (Rebecca, Jeffrey & Robert, 2012). Hence, it is important that this research would bridge the gap by looking deep into sustaining a community-managed library through volunteers.

1.1 Statement of Problem

According to Doherty and Beaton (2000), community engagement is defined as the collaborative action taken by an institution, group or individual within a community to improve community life. Several studies showed that community engagement not only benefits the community itself, but also the parties involved are benefited either (Brown & Keast, 2003;

Rogers & Robinson, 2004; Wakerman, 2015). Dent and Yannotta (2005) mentioned that community-managed library is one of the pivotal community engagements in serving the community. The community-managed library is a library that fully depends on the funds from public or authority and is operated by volunteers (Neuman, Khan & Donodolo, 2008).

Most of the community-managed library aims to enhance the community, to reach out to the community to address their social issues and to build awareness on important issues such as health and women empowerment (Feldstein, 2003). Several research shows that if the community-managed library is able to organize community activities effectively and efficiently, it will help the community to enhance their life such as improving literacy skill, gaining knowledge on current trend and access to digital technology (Shrestha, 2013).

Cheunwattana (2008) research showed that the community library, Bunko Home in Japan is able to be sustained due to the help of the volunteers. Downey, Kirby and Sherlock (2010) stated that libraries could be better run by volunteers. According to Woolley (2011), several communities managed libraries believe that their volunteers hold the skills that enable them to develop the capacity to fund-raise or create profitable business models in aiding the cultivation of community-managed libraries. As volunteers represent a critical resource for revenue generation and future development (Woolley, 2011), the dependency on volunteers is particularly important for the community-managed library (Mauger, 2011).

The researchers clearly showed that there are many perks if a community-managed library can be managed well; however, there are many reports showed that community-managed library is facing hardships in sustaining themselves due to the challenges. The challenge that affects the most is undoubtedly the lacking of volunteers in operating the community library (Woolley, 2011). There are three research show that community-managed library is lacking of volunteers in its daily operation (Ebiwolate, 2010; Woolley, 2011; Asselin,

2012). The concepts of the community library which involve volunteers in its running is not new (Smith, 2019). For example, volunteers made a significant contribution to rural library provision in the middle of the twentieth century (Cavanagh, 2017).

Volunteer availability and capability are being stated as a major barrier for the growth of community library ("Research and Analysis", 2017). According to Rebecca, Jeffrey and Robert (2012), without volunteers, it would have been impossible to keep the library open even for a day in a week. Baber (2018) showed that a library failed to run due to the lack of volunteer availability and this greatly affected the sustainability of a community-managed library; thus, the particular community-managed library cannot operate efficiently. According to Cavanagh (2017), he stated that literature about libraries staffed by volunteers is also very limited.

In short, it is critical to address the volunteers issue in order to sustain the community library which will then benefit the community in all sorts of aspects such as improving literacy skill, gaining knowledge on the current trend and access to digital technology. Therefore, this research is to bridge the gap by exploring the reasons of lacking volunteers in operating community-managed library and identifying solutions to the aforementioned issue.

1.2 Research objectives and research questions

1.2.1 Research objectives

There are two goals that this study is addressing:

RO1: To study reasons that hinder volunteer's involvement at a community-managed library.

RO2: To identify ways to sustain a community-managed library.

The research objectives of this research are to study reasons that hinder volunteer's involvement at a community-managed library and to identify ways to sustain a community-managed library.

1.2.2 Research Questions

This study seeks to answer the following:

RQ1: What is the reason(s) that hinders volunteer's involvement at a community-managed library?

RQ2: What is the way(s) to sustain a community-managed library?

1.3 Research Significance

This research intends to make a contribution to the sustainability of community-managed library. The findings of this case study will provide insights into reasons and solutions for lacking volunteers in the community-managed library. As the research shows that the volunteers is the most challenging issue in the community-managed library (Ebiwolate, 2010; Woolley, 2011; Asselin, 2012). Hence, this study intends to provide useful information for all the community-managed libraries to overcome the issue that they faced.

After identifying the reasons, solutions will also be discussed and established through this research. Through the solutions developed and retrieved from this study, it is able to provide recommendations for the community to cultivate community-managed library through volunteerism. Other community-managed libraries can also benefit from the research as well by applying the recommendations from this research. The result of this research can be used by other community-managed libraries as a guide on their sustainability since volunteerism is one of the ways to cultivate a community library.

When the community-managed library is able to be sustained, it will act as a major facility to promote the habit of reading among the children in the new village. It will offer great perks for the families in the new village by improving their reading and literacy skills (Hughes-

Hassell & Harada, 2007). Therefore, it is vital to figure out the solutions for the volunteer issues to sustain the community-managed library. Besides, by sustaining U-Liang library, it will be able to create more job opportunities; hence increasing the employment availability ("The Economic Contribution of Wisconsin Public Libraries", 2008).

Therefore, the ultimate objective of this study is to reveal areas that are yet to be explored in the field of community engagement.

Chapter 2: Literature review

2.1 Community Engagement

Community engagement has been defined by researchers in many ways when it becomes a common usage in the world. There is no commonly agreed definition of community engagement (Hind, 2010; Stuart, 2011; Butteriss, 2014). The term, community engagement, is usually used to describe community participation activities such as consultation, involvement, and collaboration (Melo&Baiocchi, 2006; Hartz-Karp 2007; Cornwall, 2008).

In 1997, Center for Disease Control and Prevention (CDC) developed a working definition of community engagement which is the process of a group of people in the same geographical area with the same interest working together to address the issues and to improve the health of the particular community.

According to Rogers and Robinson (2004), community engagement is defined as the willingness and capacity of an individual to help in shaping a better quality of public life based on their needs. But for Cavaye (2004), community engagement is the mutual communication between the government and the citizens in the formulation of policy and government services.

According to Lenihan (2009), community engagement means a group of people working collaboratively to create and to maintain bonds of community through a series of actions. In the research of Doherty and Beaton (2000), community engagement is defined as the process of a group of people grinding collaboratively in a community to solve the issues that affect the well-being of the community. Besides, community engagement is also referred to as a collaborative process that contributes to the public good (Sandmann, 2007).

In conclusion, community engagement can be defined as a collaborative action taken by groups or individuals in a community to enhance the community's life by addressing the

issue that will affect their well-being. Whereas delving into the government context, community engagement is a process whereby government involves communities in the policy development, decision planning and making process. This is to overcome the sense of disconnection between government and community, and the distrust of government hence enhancing democratic accountability (Brown & Keast, 2003).

Community engagement is important as it brings a lot of advantages. Rogers and Robinson (2004) states that community engagement helps to empower the community through enhancing the physical and psychological well-being of the community members. The self-esteem and the social relationships among each other in the community have also been improved via various community engagement programs. According to Bath and Wakerman (2015), community engagement will also lead to a positive impact on one's health and psycho-social aspect. In short, it is clear that the community members who involved themselves in community engagement programs will be benefited.

Community engagement is given much importance nowadays in Malaysia either, especially in line with Institutes of Higher Learning's tripartite mission, the third mission which is being able to engage with the community. The government actively encourages every party, organization or institution to involve in community engagement programs. It is not surprising because community engagement offers enormous benefits for regional and societal development. Community engagement relies heavily on partnership and mutual reciprocity between different stakeholders such as communities, universities, non-government organizations (NGOs), field experts and funding organizations (Ramachandra, 2013). The government encourages education, business, industry, public, and other sectors to put more effort into reaching a wider community (Zakariya, 2014).

To note, GAB Foundation is one of the non-profit, environmental organizations that proved Malaysia also concerned about community engagement projects. They launched water projects alongside the participation of volunteers to revamp the Sungai Way river in Selangor (Chan, 2016). Apart of that, MMC-Gamuda KVMRT (T) SdnBhd has also always engaged with the community through notable education-based initiatives such as inception of the Tunnel Training Academy and MRT Info Centre, their STEM school outreach programs (FMT News, 2019). Community library and community-managed library are also the projects of community engagement in Malaysia that is vital to the community. Hence, these will be discussed in the next sub-topic.

2.2 Community Library (CL)

Community libraries can be defined as a social institution that helps in boosting community development by providing several functions such as reading space, meeting hall, and training programs (Neuman, Khan &Dondolo, 2008). Community libraries are operated in terms to serve the community without seeking to earn a profit, and it depends mainly on public funds (Cheunwattana, 2008).

According to Mostert (1998), there are four main characteristics of community library which are providing reading materials, actively engaging with the local community, cooperating with other organizations for better operation and are established by the local communities.

There are several community libraries discussed by researchers. For instance, Agyauli Community library, which is built to solve the social issues like unemployment and gambling habits of the community (Shrestha, 2013). The library also aims to enhance the education level of the community. With the passionate spirit in engaging with the community, these libraries succeeded in helping over 1000 people to attain basic literacy skill via the library services

provided. Besides, farmers are also benefited from this library by attending training classes that grant them new skills which greatly help them to improve their basic income (Shrestha, 2013).

In addition, Jhuwani Community library is set up to improve the community as well (Shrestha, 2013). Programs such as quiz contest, blood donation campaign, health awareness talks, and women empowerment talks are organized by this library. This library is able to sustain as there is a stiff and stable relationship between the community and the library via various community activities held by the library. On top of that, Deurali Community library also helped tremendously in enhancing the particular community by accomplishing a 100% literacy rate among the community members (Shrestha, 2013).

Therefore, these research clearly showed that community libraries have the capacity to enhance a particular community in a variety of aspects. According to Putnam and Feldstein (2003), a community library can bridge the gap between the communities, and improve their relationships by bringing them together through a different type of offered programs by the library.

In 1961, the earliest community library in Malaysia was set up by the Community Development Division (KEMAS) as an education center to improve the literacy skills of the population in outskirts areas (Baba & Abrizah, 2018). Besides, KEMAS still set up more than 200 resource centers in east Malaysia which are Sabah and Sarawak to ensure the community can gain access to reading materials and information (Baba & Abrizah, 2018).

The main purpose of community libraries in Malaysia is to serve the communities who may not have the chance to access to library services (Khoir, 2011). Recently, there are community libraries being established in Malaysia as CSR projects by different organizations in partnership with corresponding library authorities. This will help the company to raise their profiles and to create the desire for other companies to do the same (Baba & Abrizah, 2018).

From the research of Baba and Abrizah (2018), Kuala Lumpur City Hall and Petaling Jaya Councils are actively involving in setting up community libraries in Malaysia. There are four community libraries constructed in Bukit Damansara, an urban residential area in Kuala Lumpur (Bernama, 2017). A community library in Putrajaya, also known as Neighbour-hood Community Learning Centres is built to serve the community by advocating habits of reading and providing other functions such as exhibition area and meeting area (Baba & Abrizah, 2018).

2.3 Community-Managed Library (CML)

Community-Managed Library has been defined as a type of library that is led by the community itself, often in a voluntary form rather than paid staff (Dent & Yannota, 2005). Community-managed library has been established since long times ago in Western countries, and specifically in Britain during 1950s (Smith, 1999). Research shows that around 170 community libraries are operating in England and 40% are community-managed library based. Community-managed library is organized and managed by a community group with the main aim of serving and improving the community around it. Community-managed library fully depends on donations from the supporters for operation (Valeda, 2006).

The difference between community library and community-managed library in Malaysia is the people who manage its operation. Community library is mostly managed by the National Library of Malaysia with professional library staff. However, community-managed library is managed by volunteers or local authority that built up the library. As mentioned, community-managed library is fully depending on the support from public funds because it does not obtain any fund from government sectors (Dent & Yannota, 2005).

To date, there are only a few community-managed libraries who are able to sustain and be successful (National Library of Malaysia, 2014; Community Library, 2015). The situation aggravates as these libraries are often underdeveloped, lack of proper supply and unpopular

which explains why these community-managed libraries in Malaysia do not possess any notable impacts and perks to the community development (Abu, 2014). Most of the community library and community-managed library are located in the new village of Malaysia (Abu,2014).

2.4 New Village

New villages are settlements in Peninsular Malaysia and are created during the mid-1950s, the period when the British ruled over Malaysia. The original intention of the new village in Malaysia was to separate the villagers from the insurgents of Malayan Races Liberation Army (Sandhu, 1964; Nyce, 1973 & Voon, 2009). The estimated number of the total population in new villages is 1.26 million, where about 85% of villagers are ethnically Chinese. There are around 450 new villages in Malaysia and mostly located in the states of Perak, Johor, Pahang, and Selangor. In conclusion, there are quite a number of people staying in new village (Nooi& Hong, 2013). However, many of the new villages are facing social problems and challenges in the sustainability of the village itself (Voon, 2009).

According to the survey in Tan (2011) research, the residents of the new village are dissatisfied with their poor living conditions and the quality of the surrounding environment. There is a universal perception among the villagers that the new villages are being neglected by the authorities or government. Another social issue is the crime rate in new villages are increasing and the villagers feel unsafe and hopeless about their safety and security (Nooi& Hong, 2013). Due to the issues and challenges, a huge number of youngsters in new villages moved out (Lim & Fong,2005).

With a serious shortage of the young and vigorous section of the population, there is a lack of educated villagers with strong leaderships that can adapt and adjust to new ideas and advancements that can improve the new village (Kyoto,2011). It will then lead to failure to overcome the issues and challenges aforementioned and eventually fails to cultivate these new

villages. Nooi and Hong (2013) research suggested that the government should allocate financial support annually in helping new villages to improve their living life by upgrading and modernizing these new villages.

It has come to light that not only government can take action in helping these new villages to improve their current conditions, but also other authorities or communities possess the capability in supporting the new village with a series of actions. For instance, some of the community-managed libraries have been built in new villages in order to serve the villagers. The details of how the community-managed libraries serve the villagers in new villages will be discussed in the next topic.

2.5 Community library (CL) and Community-managed library (CML) in Malaysia' new village

The community-managed libraries that are built in the new village are to serve the needs of the villagers, mainly for education purpose (Dent &Yannota, 2005). These libraries may be organized by a community group, a school or church to fulfill the needs of the villagers. The community-managed library focuses on engaging with the community in the village by providing functions such as information education services and literacy instruction (Dent &Yannota, 2005).

Voluntary and community programs are essential for a community-managed library to assist in the development of a democratic and socially inclusive society (Goulding, 2009). According to Baba and Abrizah (2018), the community-managed library needs to fulfill the main role of engaging with the community by bridging the gap between the community and the access to digital technology. This is because most of the community in the new village has no access to these technologies.

According to Baba and Abrizah (2018), there are 1,121 libraries set up in the village throughout the whole of Malaysia by the end of 2005. However, the research of Abu (2014) showed that most of these library materials and resources are inadequate and outdated. There is limited scholarly literature discussing the operation of a community-managed library in the new village of Malaysia, while there are only a few in the global context (Omar, Bolong, Silva, Shamsuddin, Marzuki&Shaffril, 2016).

2.6 Sustainability

Sustainability can be defined in many ways, and this term was mostly used in three dimensions: social, economic and environmental (Curtis, 2008; Vega, 2012). The first concept of sustainability was developed in 1713 to describe the concern in protecting natural resources for future purpose.

Sustainability is commonly defined as meeting our own needs without undermining the well-being of the future generation ability (Kuhlman & Farrington, 2010). Sustainability is also defined as a process that assists the society in maintaining the quality of life while cultivating the natural resources at the same time in order to ensure the future generation can live happily and peacefully (Clough &Chameau, 2006). According to Alan (1998), sustainability is achieved when current and future generation are healthy, the world is secure and peaceful and there are economic chances for everyone.

It can be concluded that sustainability will always encompass nature, the welfare of the community, economy and social institutions whereby these elements tend to work collaboratively and effectively in the long term for a better future. In short, it means protecting or preserving something in order to last for the long term.

2.7 Challenges of sustainability of community-managed library (CML)

The sustainability of community-managed libraries is important to improve the community in the long term. Several researchers showed that the community-managed library couldn't sustain due to various challenges. One of the factors is the co-location, which is far away from the urban city and tucked away in the village area. Another challenge is the lacking of human resources, or volunteers (Woolley, 2011). According to Asselin (2012), challenges of community-managed libraries include lacking of quality print resources as most of them are donated by the community. The community-managed library also having inadequate digital resources or device to access the latest information, low retention of volunteers and lack of training for librarians. The research of Ebiwolate (2010) also showed that community-managed library is difficult to sustain due to inadequate human resources.

In addition, the community-managed library users reported that they lacked of proper knowledge in utilizing a community-managed library, the library didn't contain various choices of reading material and the library was too small (Ahmed, 2009). According to Okiy (2003), the services provided by the community-managed library is not modernized enough. Even though there is many challenges faced by the community-managed library, the most challenging issue is lacking of volunteers as the library is fully depending on the volunteers for day-to-day operation (Ebiwolate, 2010; Woolley, 2011; Asselin, 2012).

To achieve the sustainability of a community-managed library, few researchers have conducted their research and suggested some recommendations. However, there is no research about the ways of sustainability of community-managed library in Malaysia' new village.

2.8 Volunteers in Community-Managed Library

Community-managed library is fully depending on volunteers for operation. Hence, the following of the study will discuss about the importance of volunteers in library. Library advancement has always relied on volunteer efforts for the past few decades (Curry, 1996).

There a variety of reasons to support volunteer participation in libraries and one of them is volunteers possess experienced skills and proven track record as library workers (Taylor, 2004). Services such as "keeping the library to open daily", "reading to preschoolers and children" and "good circulation and shelving" are good examples that volunteers do hold the capacity of delivering top-notch and a variety of services to the community (Taylor, 2004).

According to Johnson and Nicol (2007), it is discouraging to not involve volunteers in the operation of community-managed library as small libraries are often only operated by volunteers. According to American Library Directory database, most of the south Atlantic state's libraries do not hire employees that graduate with a degree in library science, instead these libraries are managed by paraprofessionals and volunteers (Johnson & Nicol, 2007). These research pretty much show us that volunteers play a pivotal role in sustaining a community-managed library.

One of the reasons why volunteers are great in managing libraries is that they produce fresh, novel ideas that would greatly increase the effectiveness of a library in delivering its services (Karp, 2019). Although there are often ready-made digital sources such as computer for information seekers at a community-managed library, the users prefer human sources which are volunteers over formal sources whenever they seek for information to answer their queries (Marchionini, 1997). By having volunteers readily available in a community-managed library, the library will be more effective in delivering its services as these volunteers aid to bring digital systems closer and ease the community in learning to use them.

Besides, volunteers can prevent groupthink and help to enhance the decision-making process of the library staff. Groupthink is defined as a collective group acts without concerning outside opinions which in turn makes expensive choices, undermining the operation of a community-managed library (FERENCE, Moorhead & Neck, 1991).

Furthermore, although the paid staff of a public library often comment that the incorporation of volunteers is a system that snatches their job, it is inaccurate as most volunteers today are students, homemakers and retired persons (Trainer, 1995). Instead of competing for jobs, volunteers actually make new jobs by playing the role as agents of change to launch new services that attract new job opportunities (Trainer, 1995).

Viewing volunteers in community-managed libraries in a Malaysia context, it is unfortunate that the literature about community-managed libraries staffed by volunteers is limited as community-managed libraries in Malaysia are less popular and underdeveloped (Abu, 2014). There are only a few successful community-managed libraries in Malaysia which are Petaling Jaya Community Library, Dar Nur al-Zahra' Community Library and Kurau Community Library (National Library of Malaysia, 2014; Community Library, 2015).

There was the first community library in Kampar being established by a coalition of 25 non-governmental organizations from Perak and Yayasan Pendidikan Perak in the year 2018 to boost the reading habit among citizens in Kampar (Loh, 2018). Although there a few volunteers participated in operating this library, they were not enough (Loh, 2018). Due to the lack of volunteers, the library is managed under the social-business concept which a nominal fee will be charged for whoever uses the services there (Loh, 2018). On top of that, Makasih Toy Library was established in the year 2010 and was operated by volunteers (Nathan, 2014). This library is catered for children that have special needs. According to Nathan (2014), there are nine volunteers from the City Discipleship Presbyterian Church managing this library who aim to aid the special children that are in need. In short, it can be seen that there is still some community in Malaysia well aware of the importance of volunteers in managing a library but perhaps there must be a solution to solve the issue of lacking of volunteers, or else a community-managed library wouldn't able to sustain.

Chapter 3

3.1 Qualitative Research Method

A qualitative research approach will be explained in order to conduct and to analyze our research topic. Conceptual framework, case study, data analysis procedures, sampling method, sampling procedures, unit of analysis, ethical consideration, and interview protocol framework will be discussed in this chapter.

Qualitative research intends to observe and analyze the problem from the perspective of an individual or a group to establish new concepts and theories (Viswambharan&Priya, 2016). A few research (Flick 2007; Creswell, 2013; Kalu&Bwalya, 2017; Creswell &Poth, 2017) have mentioned that by employing qualitative research approach help in enhancing the understanding of participant's experiences. Hence, within the context of community-managed library research, qualitative research will be employed to access the participant's thoughts and feelings (Sutton & Austin, 2015). Qualitative Research is a repeated process to enhance the understanding of the community by getting closer to the context we studied (Asper& Corte, 2019).

Case studies have been widely used in qualitative research (Starman, 2013; Rowley, 2002) and case studies have been found to be valuable in the practice-oriented field. Case studies considered as a powerful tool in the preliminary and exploratory stage of a study (Rowley, 2002). Case study can be viewed as a form of qualitative research method for an in-depth investigation of a complex problem (Creswell, 2014; Flyvbjerg, 2011; Yin, 2014) as case study help us to gain understanding of our research topic in real-life settings (Harrison, Birks, Franklin & Mills, 2017). Thus, a case study that is relevant to our context and research issue can enhance our own understanding.

Semi-structured interview as well as face to face interview will be conducted to enhance the understanding of social reality and collect rich data effectively (Morris, 2015). The data will be collected from the participants in a natural setting which are sensitive under the study and data analysis will help us to establish certain themes and patterns in the context (Mohajan, 2018; Creswell & Poth, 2017; Levitt et al., 2017, Gentles, Charles, Ploeg & McKibbin, 2015; Walia, 2015; Strauss & Corbin, 2008;).

Data will be collected and analyzed by using thematic analysis process. A case study database includes interview transcripts and the database help to increase the reliability of our research (Baškarada, 2014). Interview transcripts help to formulate a certain category, themes, and relationships (Baškarada, 2014).

3.1.1 Case Study

A case study will be employed in this study. Case study refers to a qualitative approach which the researcher investigates a case study or multiple case studies at the same time (Creswell, 2006; Creswell & Poth, 2017). It will be investigated through in-depth data collection which consists of numerous sources such as observations, interviews (Creswell, 2006; Creswell & Poth, 2017) and focus group (Kalu, 2017).

Based on Yin (2003), researchers are suggested to employ case study approach when focus on asking "how" and "why" questions, the respondent's behavior couldn't be manipulated, believe contextual conditions are linked to the study issues, and if the boundaries of the study issues and context were unclear.

In this study, the purpose of using the case study is it helps researchers to draw attention to the issues and allows providing a holistic characteristic or understanding of real-life events within the natural setting in community-managed library (Merriam, 1988; Yin,

2003; Stake, 2005; Yin, 2014). The qualitative case study also allows researchers to collect less bias information and increase the research data credibility (Yin, 2003; Marshall&Rossman, 2014). This is also the reason of using case study in this research. For example, as using U-Liang library as the subject of study, it can help to generate more detail result for our interview questions as the interviewee has their own experience in community-managed library. However, if this research is not using case study, the interviewees do not have their experience in community-managed library will lead to a more bias results as they will answer the interview questions based on their perception towards the community-managed library only.

In this research, a **single instrumental case study** will be used to get insight into the sustainability of U-Liang Library in Tronoh Mines New Village. According to Yin (1984) and Stake (1995), the single case study is suggested to use as it helps us to focus specifically and achieving the research objectives. Besides, by using case study, other community-managed library that is similar to U-Liang library could also refer to the result of this study to improve their operation.

3.1.2 Subject of Study

In this case study, the subject of analysis is U-Liang library in Tronoh Mines New Village. U-Liang library is a community-managed library set up by the UTAR Public Relations students from Volunteerism Campaign held in 2011 to cultivate the reading habit of the villagers (Loke, 2011). It is a mini library with a learning-conducive environment, which allows the villagers to enhance literacy, reading culture, does homework, and revision (UniversitiTunku Abdul Rahman, 2011). U-Liang library is also being set up by the campaign to implant a sense of volunteerism and its importance among the public and students (Gough, 2013).

The Volunteerism Campaign also hopes that more youngster and public of Kampar will become more active in volunteering themselves in community service (Gough, 2013). However, there is still lacking of volunteers in U-Liang library. Thus, U-Liang library will be closed when there is no volunteers available. In the result of this, U-Liang Library will be chosen as the subject of study, in order to explore the reasons and solutions to the lacking of volunteers in community-managed library. U-Liang Library is also a good choice to study as it fulfills the statement of the problem of this study and previous research are focusing more on Public Library and Rural Library rather than community-managed library.

3.1.3 Semi-Structured Interview

In this study, we will be using a semi-structured interview as an instrument to collect our research data. Semi-structured interview is the most common methods used in qualitative research (Alvesson & Deetz, 2000), as it is effective and also convenient for the researchers to collect data (Brinkmann & Kvale, 2009; Brinkmann & Kvale, 2014). The process of semi-structured interview is flexible, approachable, and understandable, and the most important thing is it allows disclosing respondents' hidden thought or behaviour (Qu & Dumay, 2011).

It is useful when researchers want to collect detailed information, as it's a simply conversation, it allows respondents to provide responses in their comfortable way, point of view and the language that will be use (Qu & Dumay, 2011). It is an effective method as it allows the respondents to express their personal feelings, opinions and experiences, instead of answer "yes" or "no" (Longhurst, 2003).

Semi-structured interview is an excellent tool to employ in our study as it can be run in scheduled and unscheduled probes (Qu & Dumay, 2011). Besides that, according to Sankar and Jones (2007), semi-structured interview has combined the advantage of closed-ended questions, which help the interviewers straight toward the topic, and open-ended questions,

which help to drilling down the topic. For example, when the respondents suddenly mentioned interesting information about the topic, interviewer may right away ask for more detail information by asking a standard question, such as “can you tell me more about the [...]”. Hence, our interview questions designed in both open-ended and close-ended questions.

Thus, this method will provide us a greater potential to solve the major concerns of the reason that hinders volunteer’s involvement at a community-managed library and way to sustain a community-managed library.

3.2 Conceptual Framework: Social Cognitive Theory

Social Cognitive Theory (SCT) can be considered as aextensive set of theoretical framework in facilitating understanding, explaining and predicting human motivation and behavior effectively (Bandura, 1986; Eslami, Norozi, Hajihosseini, Ramazani, & Miri, 2017). Bandura (1986) stated that SCT is an influential model which will generate, spread, and support a certain attitudes in field studies. According to Bandura (2001), the researcher mentioned that SCT model can be employed in order to analyze how humans behave, forms thoughts and reaction. SCT model can lead people to act altruistically as well as to volunteer their services (Bandura, 2001).

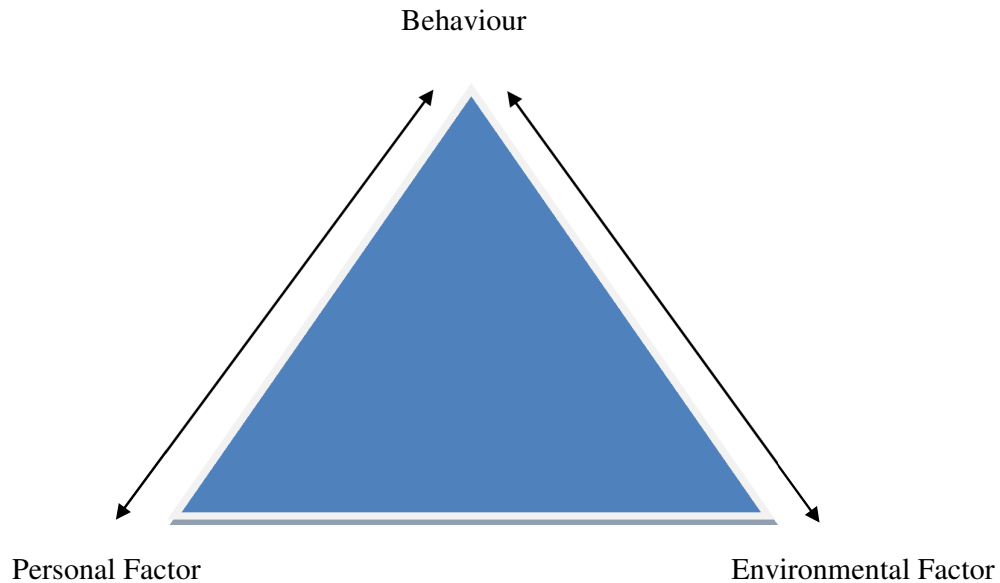


Figure 1: Albert Bandura's Social Cognitive Theory (SCT)

Based on figure 1, the Bandura's social cognitive theory is focusing on the significance of behavioral, environmental, and personal factors (Harinie, Sudiro, Rahayu, & Ratchan, 2017). Based on the theory, environmental factors such as political, cultural, economic, social, physical, and situational in nature will tend to promote or inhibit the behavior of a volunteer (Baranowski, Perry & Parcel, 1997; Ueda, Wei, Minamoto, Harata, Wang & Ueda, 2010). Personal factor encompasses cognitive component which leads a person to form their own mental representations about a certain stimulus and eventually changes in their own behaviors (Ueda et al., 2010).

SCT model is well-known in enhancing the understanding and predicting volunteer's intention and retention (Warner, Jiang, Chong, Li, Wolff & Chou, 2019). Zani, Hashim, Mazida and Ahmad (2014) have stated that the SCT model is the most suitable model in exploring the reasons for adopting certain attitudes. For example, SCT model helps to guide the researcher

in knowing which situation (personal or environmental) has the most influence on people to volunteer themselves.

SCT model for volunteering has been conducted among adults, parents and older adults (Warner et al., 2019). SCT is a comprehensive theoretical framework in attempting to understand volunteerism (Ueda et al., 2010). According to Salam, Iskandar & Ibrahim, (2017), they mentioned that the SCT model provides a critical viewpoint in exploring the reason why an individual adopts certain behavior, especially voluntary services. Hence, this model can assist this research to find out the reasons that hinder volunteer's involvement at a community-managed library (RO1) and the result from this can help in identifying ways on sustaining a community-managed library (RO2). After identified the factors that affect the most in volunteering through the guidance of SCT model, other community-managed libraries could suit the remedy to the case and solve the lacking of volunteer problems and hence helps to sustain the library.

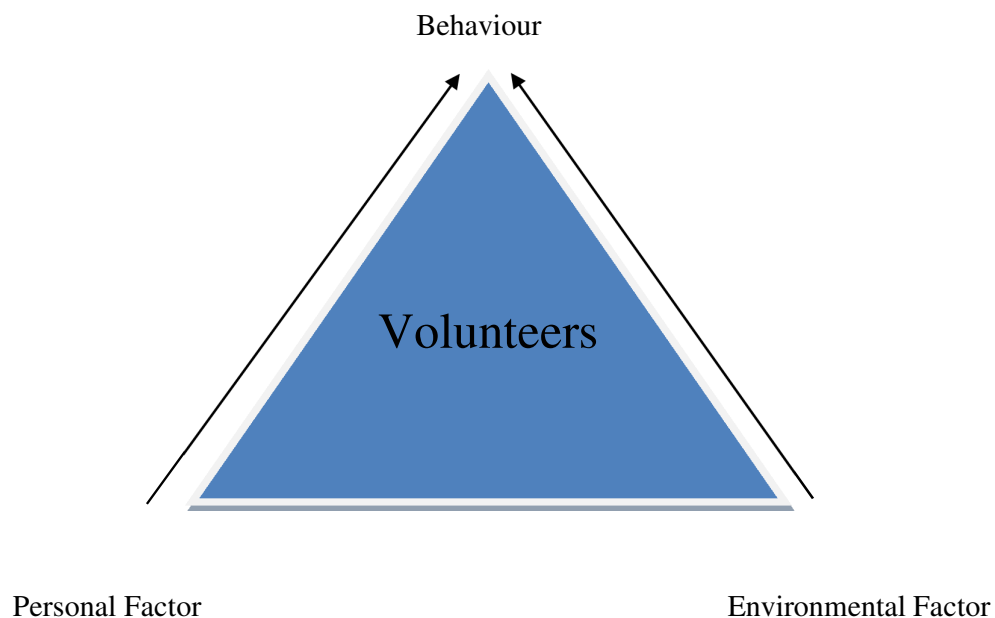


Figure 2: Conceptualized framework of Social Cognitive Theory (SCT) for our current study

Based on figure 2, we conceptualized that Albert Bandura's Social Cognitive Theory (SCT) fit into our current research. The volunteers are included as part of our theoretical framework to examine how personal factors and environmental factors will affect the volunteer's intention for the community-managed library. In our conceptualized framework, the volunteer's intention will be identified based on personal and environmental factors.

3.3 Data Analysis Procedures

3.3.1 Thematic Analysis

Thematic analysis will be used in our study as a means to systematically identify, analyze, code and categorize data into themes (Braun & Clarke, 2006; Alhojailan & Ibrahim, 2012). As thematic analysis illustrates the data in great detail and links various concepts and opinions via interpretations, it will confer accuracy and intricacy and enhance the research's whole meaning (Boyatzis, 1998; Holloway & Todres, 2003; Ryan & Bernard, 2000). The thematic analysis approach outlined in Braun and Clarke (2006) includes the following six phrases.

3.3.1.1 Step 1: Become familiar with the data

Researchers are required to become devotedly and immersed accustomed to the data by foremost transcribing the data, then repeating the process of transcripts reading and at last note down the initial ideas during the primary phrase.

3.3.1.2 Step 2: Generate initial codes

Once they are familiar with the data, researchers begin to generate succinct labels (codes) to identify important features of the data that seem to answer the research questions. At this stage,

researchers need to code the whole dataset, sort out all the codes and extract all relevant data for later analysis.

3.3.1.3 Step 3: Search for themes

The third phrase involves the interpretive analysis of the collated codes. At this stage, researchers collate codes into potential themes and gather all data relevant to each potential theme, so that they can use the data and examine the feasibility of each candidate theme.

3.3.1.4 Step 4: Review themes

This step requires researchers to have a deeper review of identified themes. They need to examine whether the themes are relevant to the code extraction and the entire dataset, and determine if they answer research questions. At this stage, themes are often refined and a thematic map showing relationships between themes and sub-themes will be produced.

3.3.1.5 Step 5: Define themes

This step includes developing a detailed analysis of each theme. In order to ensure the reader can immediate sense of what the theme is about, names for themes and understandable definitions that express the core of each theme are needed to be provided by researchers in a brief and effective manner.

3.3.1.6 Step 6: Write-up

Finally, through analytical narratives and data extraction, researchers needed to write a report that convinces readers of the merits and validity of the analysis, and links it to research questions and existing literature.

3.3.2 Coding

The raw data may seem attention-grabbing, however unless such data are systematically analyzed, they will not facilitate the reader to grasp the social world that is scrutinized and also the views of the participants.

In research analysis, it includes an important process known as coding (Miles & Huberman, 1994). In our study, coding acts as a tool to identify crucial segments of text and affix tags to index them as subject or question in the data relate to them (King, 2004), in simpler terms, this process organizes data into meaningful groups (Tuckett, 2005).

In qualitative analysis, code is a construct that researchers generate to portray or translate data (Gardner, Haeffele, Vogt, Vogt, 2014). This attribute explains the meaning of each data in order to use for pattern detection, classification, theoretical construction, and other analytical processes. Just as titles represent and capture a book, movie or poem's primary content and essence; code represents and captures data's primary content and essence.

Codes are a noteworthy group of words that gives an interpretation, they are something that occurs which leads to the occurrence of another incident (Fuller & Goriunova, 2014). They commence a thorough and suggestive examination and explanation for a report. Plus, giving label is not the only part of coding. It resembles around the word "link". It demonstrates you the concept from the initial data, followed by all the data connected with that concept (Morse & Richards, 2013).

Coding can be performed manually or by means of software (Kelle, 2004; Seale, 2000). If coding manually, researchers would first write notes on the text they are analyzing and use highlighter or colour pens to show potential patterns. When using software, researchers can code by tagging and naming the text in each data item.

3.4 Sampling Procedures

Sampling is a method by which samples are selected from a specified survey population as a basis for estimating and predicting population outcome and detecting unknown information fragments (Trachoma, 2006). Non-probability sampling will be used for selecting the population to our study as we focus on a small number and the selection of participant and research sites is crucial to the overall usefulness of the research findings.

Since it is difficult to detect potential research subjects, and we do not have a complete population list for our research, snowball sampling will be used in our study in order to obtain suitable samples quickly at conveniently low cost. Snowball sampling is a method for finding research subjects, in which one subject gives the researcher the name of another subject, who in turn provides the name of a third, and so on (Vogt, 1999).

In our study, we will begin with one or two information-rich informants and ask them to recommend other subjects they know who fits the sample description required. This referral technique goes on and on, like a snowball rolling down a hill, increasing the number of respondents until we have sufficient data to analyze. By using snowball sampling, we can also avoid bias in sampling that leads to a distortion in the results of our study.

3.5 Unit of analysis

In our study, our target respondent will be people who have engaged with U-Liang library. The criteria in choosing the sampling is anyone who have relationship with U-Liang library either visited it before, knew the existence of the library or have the experience in managing the library. This research intends to contribute to the sustainability of community engagement at the community-managed library. We have chosen U-Liang library as the representation of community-managed library in this study.

Snowball sampling will be applied in this study to gain future respondents by allowing the primary respondent to recommend other subjects they know who meets the description of samples required. The semi-structured interview will be utilized in our study to interview people that have been engaged with U-Liang library in order to gather research findings and data to examine and meet our research questions and objectives. A snowball sampling method is employed to increase the size of the respondent population until there is sufficient data to analyze. The responses collected from interviews will be analyzed, coded and categorized into themes by using thematic analysis to obtain desired results.

3.6 Ethical Consideration

In order to avoid victimization in our study, confidentiality and privacy are critical during our in-depth interview (Bell & Bryman, 2007; Wester, 2011; Mealer & Jones, 2014). According to **Personal Data Protection Act 2010 (Act 709)** and "**POL-IPSR-R&D-004 Research Ethics & Code of Conduct**" from Universiti Tunku Abdul Rahman, we will use an **informed consent form** in our research in order to protect our respondents (UTAR Research Portal, 2019).

We will provide a full and transparent explanation of the research procedure and the interview process to all the participants before interview section, to ensure the participant voluntarily willing to continue and confirm the collaboration during the process (Bhutta, 2004; Bond, 2004; Musmade, Nijhawan, Janodia, Muddukrishna, Bhat, Bairy & Udupa, 2013; Zaal, 2017). Participants will be informed and protect their right to ask questions and reject or quit our interview at any time if they wish to do so (Wester, 2011; Zaal, 2017).

We will also use language that is appropriate and understandable to the participants and also avoid the words that are offensive and unacceptable during the interview process (Wester, 2011). Participants will also be able to know who the investigators are (Zaal, 2017) and the

investigators will also obtain informed consent to reach the high level of confidentiality in our research (Musmade, et al., 2013).

3.6.1 Informed Consent Form

An informed consent form is necessary for research as it helps researchers to fulfill the element of ethical research (Wester, 2011; Musmade, et al., 2013) and ensure participants basic human right (Bond, 2004). We will prepare a written statement to our participants with the purpose of the research and its aim, methods will be used (Bond, 2004; Wester, 2011) and the potential danger or risk they might be taking (Bond, 2004; Wester, 2011; Musmade, et al., 2013; Mealer& Jones, 2014; Zaal, 2017). We will also inform the participants about their right to withdraw their consent at any time with any reason during the research (Bond, 2004; Musmade, et al., 2013; Mealer& Jones, 2014; Zaal 2017) without any penalty (Wester, 2011) or losing any benefits (Musmade, et al., 2013).

In this study, we will use an informed consent form to ensure the confidentiality of our research to let the participants feel safe because their personal data is being protected. We will adapt the informed consent form from UTAR Research Portal Official Website with the code of **"FM-IPSR-R&D-057 Volunteer Information and Consent Form"** (UTAR Research Portal, 2019). In this form, participants will be informing the investigator's name, title if the research project, purpose, procedure, risk and benefits. The participant's personal data, such as name, identity card, address, research result or photo will be confidential.

3.7 Rigour

It is significant in highlighting the requirement of demonstrating rigour in a qualitative study (Maher, Hadfield & Hutchings, de. Eyto, 2018). Tracy (2010) stated that qualitative research to be of high quality, it must be rigorous. Cypress (2017) mentioned that rigour of a

qualitative study even up with reliability and validity. Reliability is referring to the stability of findings while validity is referring to the truthfulness of findings (Altheide & Johnson, 1994). The precision of data collected from an interview may differ (Frances, Coughlan & Patricia, 2009) yet Tod (2006) highlight that a consistent approach and well-designed questions will help the researcher to rigour.

The interview has the possibilities for bias to exist in relation to how the interview will be conducted by the researcher and how the participants being selected (Frances, Coughlan & Patricia, 2009). Rigour will be used to guide the researcher to be aware of bias (Jootun, 2009; McCabe & Holmes, 2009; Flick, 2014; Holloway & Galvin, 2016). Validity and reliability will increase the transparency of a research study and decrease the researcher's bias attitude in qualitative research (Singh, 2014).

Moreover, by using a different type of research method in collecting data for attaining factual information can improve the validity and reliability of the collected data (Mohajan, 2018). For instance, in this study, two different research methods such as case study and an in-depth interview with snowball sampling will be employed to collect data from the participants.

3.8 Interview Protocol Framework

3.8.1 Pilot Study

For this research, an interview will be chosen as a pilot study. In order to acquire a high-quality research outcome, a good research study along with the relevant experimental design is necessary (Junyong, 2017). Pilot Study is a mini-version of main research conducted before the final full-scale study or to pre-test a research instrument (Ismail, Kinchin & Edwards, 2017; Mikuska, 2017; Dikko, 2016). It can help in examining the research question and the reliability, validity, and feasibility of our proposed research design (Thabane, Ma, Chu, Cheng, Ismaila,

Rios,...& Goldsmith, 2010). A few researchers (Teijlingen, Rennie, Hundley & Graham, 2002; Watson, Atkinson, & Rose, 2007) has highlighted that pilot study can serve as a method to detect potential errors in measurement instrument yet this can be solved by pre-testing the instrument on a small group of participants with identical characteristics (Dikko, 2016).

According to Seidman (2013), in-depth interviewing is not about obtaining answers to questions but it focuses on the understanding of the participant's experience. Thus, interview questions created will align with the research question of our study (Castillo-Montoya, 2016). For this study, the interview question will focus on how and why participants in managing community library. For the purpose of this study, the open-ended question will be set so the researcher can investigate the issue or solution from the perspective of participants. Jacob and Furgerson (2012) propose that in-depth interview can be carried out in a comfortable and less distraction context to make it easier to access to the data. The researcher can establish a good rapport with interviewees to generate a better response (Berg, 2001; Jacob &Furgerson, 2012).

3.8.2 Data Collection

In order to execute pilot study for this research, the interviewer approached an interviewee who is from Chinese Language Society Debate Club who all the time possesses the capability of knowing current world issue and trends. This particular interviewee was picked as he is trained to have critical thinking and holds the knowledge of what is happening currently across the globe which greatly helped in providing insightful results. In light of this, the interviewer then asked the participant to partake in an interview in order to provide useful information for a final year project research. After getting permission from the participant, the participant was asked to fill up written consent form and verbal mandate was also given by the interviewer to this particular participant. The interview transpired in a quiet cafeteria at campus during dinner time. By asking the general and demographic details first from the

interviewer to interviewee, the interviewee then slowly proceeded to the questions afterward. The interview was 26 minutes long.

3.8.3 Data Analysis

After that, the interviewer commenced to review the recording which was done throughout the interview by listening to it three times to ensure that there was no error among the questions and answers. On top of that, to ensure accuracy, the interviewer jotted down all the points mentioned by the interviewee in case some parts of the recording did not function well. After reviewing the recording, the interviewer proceeded to transcribe the generated outcome and the transcription was also re-read thrice to ensure accuracy. Then, thematic analysis was employed as the data analysis method in analyzing the transcription. It is pivotal that the goal of thematic analysis is identification of themes which these themes later will be used to address research or to answer the research questions (Delahunt & Maguire, 2017).

Coding was done manually by the interviewer and initial codes and themes were identified and set based on research questions, literature review and conceptual framework (Braun & Clarke, 2013). After identifying the codes and themes, the interviewer read the transcript from the beginning to the end without coding. To ensure relevancy, the transcript was then reviewed in which each phrase mentioned by the interviewee was filtered so that only relevant phrases were taken and coded. These phrases were then highlighted and the codes were grouped according to their specific theme. These phrases are answers that ranged from few words to few sentences (Delahunt & Maguire, 2017). The themes set and identified were U-Liang Library, community-managed library, problems of community-managed library, functions/importance of the community-managed library, ways to sustain community-managed library, reasons of lacking volunteers, personal factors motivation, environmental factors motivation and ways to increase volunteers.

U-Liang Library, in accordance with the findings of the study, the participant did not know the existence of this U-Liang Library which is located at Tronoh Mines, Kampar. It appeared that the participant lacked of the knowledge and awareness about this particular library. The answer given by the participant did not answer the question but then he knew a community-managed library which is located at his hometown, Penang.

“ I have never heard of it.”

As U-Liang Library is located at a tucked away new village at Tronoh Mines, it is possible that the participant who do not come from the particular village do not know the existence of it. However, due to time constrain, there will be an additional pilot study that will be carried out at the local community of Tronoh Mines before we conduct the real interview.

Community-managed library, although the interviewee did not know U-Liang library, he knew a community-managed library which was established in his hometown. The participant was well aware of the library’s characteristics and the location of this library. It was located in the participant’s apartment.

*“It was in my apartment and it was managed by the
management and the books are donated by the residents
or the public.”*

The participant managed to answer the question correctly by being able to discern the difference between a community library and a community-managed library. Descriptions of the library were well described by the participant.

Problems of community-managed library, according to the generated outcome, the participant successfully rendered a few insights about the problems of the current community-managed library. Problems of community-managed library were derived from phrases such as “...challenge is manpower because there is only a staff member” , “...less volunteer will be attracted” and “...the sanitation is bad”. These problems faced by the community-managed library were the barriers that hindered the sustainability of the library based on the given answers by the participant.

“...no one to take care, no one to clean the books”

Problems such as lacking of volunteers that mentioned by the interviewee in its daily operation were also backed up by researchers according to their findings (Dent & Yannota, 2005). Moreover, yellowish old books, poor maintenance of resources were also one of the problems that led to the failure of sustaining a community-managed library as materials and resources are inadequate and outdated for the public (Abu, 2014).

Functions/Importance of community-managed library, it was mentioned by the particular participant that the community-managed library in his apartment serves a few vital functions to the local community. These answers matched the question as functions such as providing entertainment, cultivating habits of reading and encouraging good cause were given by the participant. These functions indicated that the library is vital in helping the local community and hence it is important to sustain this library.

*“...the unused books or maybe the books that the people don’t
want they can have a place to donate and make good use of it”*

According to Dent and Yannota (2005), it was similarly reported that community-managed library helps to enhance literacy skill or reading habit of the local community members. On a side note, a community-managed library provides functions such as information education services and literacy instruction which tremendously aids in improving the individuals (Dent & Yannota, 2005).

Ways to sustain community-managed library, as per what mentioned previously by the participant, there were a few challenges that faced by the library. In order to sustain community-managed library, the interviewee gave a few answers on how to sustain community-managed library. He proposed that it is important to sustain a community-managed library as it serves the community such as providing free books and save cost.

*“...could organize maybe reading day or reading week
with a theme to attract people”*

According to the participant, it is important to organize creative activities to attract visitors and volunteers. Moreover, by obtaining donations from the public and also generate income through activities held by the library are effective and efficient ways in solving financial problem which is currently faced by the library. In addition, getting support from private sectors, transforming library into artistic space for people to perform and renting the

space to the community are also the ways to sustain a community-managed library based on the answers given by the participant.

Jankowska and Marcum (2010) also reportedly the same answer as what the participant mentioned in sustaining the library which is utilizing space to organize activities for gathering, sharing, exploring, and learning. Last but not least, the participant also mentioned that improving the environment greatly helps in sustaining the library which was also proved by one of the research (Karioja, 2012).

Reasons of lacking volunteers, one of the significant characteristics of community-managed library is the library is being staffed by volunteers. According to the answer of the interviewee, the interviewee clearly understands this concept. As a result, he was able to comprehend the questions and answered a few questions about the reasons of lacking volunteers.

“...resources side, CML will be more restricted”

In accordance with the answers of the participant, community-managed library has limited resources compared with other institutions. Moreover, the library lacks of a variety of promotion methods to promote itself to the volunteers; hence, low recruitment rate of volunteers. And lastly what answered by the participant was community-managed library has an outdated system which is less structured than other institutions that led the lack of volunteers for a community-managed library. There is not much volunteers in community-managed library due to the lack of awareness about the volunteering program (Maritim, 2012).

Personal factors motivation, the interviewee replied that there were a few personal factors that encouraged him to volunteer himself for the community-managed library. These factors were majorly focused on the social values and social identity.

*“...because they have the awareness of a shared identity
in a community. Once they have it, they will only think ok,
I need to contribute because it is a shared community”*

One will volunteer himself/herself if they have a shared identity among the community members. Based on the answer by the interviewee, this factor motivated him as everyone was doing it, so must him. On top of that, the intellectual values also plays a vital role in motivating the interviewee to volunteer himself. These intellectual values made him to realize how important volunteerism in a community-managed library is. This can be proved by a research which was studied by Maritim (2012), that people start to volunteer when they recognize the values of being a volunteer.

Environmental factors motivation, in light of the significance of environmental factors that motivate the interviewee to be a volunteer, the participant proposed a few environmental factors which are family influence, education and peer influence.

“...I think peer influence actually play the role to motivate.”

Family plays an important role in shaping one's mindset in whether or not to volunteer themselves for a community-managed library as they are the closest members in their life. Besides, the interviewee said that education was also one of the environmental factors as it greatly influenced him to partake in volunteerism. Lastly, according to the participant, peer influence also motivated him to volunteer as it was something positive.

Ways to increase volunteers, it has come to the light that the participant understood that to increase volunteers, there must be ways to do so. As a result, the participant was able to propose a few solutions in curbing this problem.

“...use social media. This is an internet era.

And also advertise themselves online”

The interviewee voiced out five solutions in increasing volunteers, and one of them was utilizing social media as this is an internet era whereby everyone can gain access to the internet. Next, it is also viable for the library to create events for exposure to attract the volunteers. Undoubtedly, the participant also replied that education still plays an important role as by instilling the importance of community-managed library among the community members will lead to a better understanding of what is a community-managed library in the local area. On a side note, based on the answer by the participant, the government can also lend a hand by funding the library to organize activities to attract the volunteers. Additionally, increasing publicity also greatly helps in recruiting volunteers as volunteers help to sustain a community-managed library (Neuman, Khan & Donodolo, 2008).

Thus, results retrieved from the findings indicated that lack of promotion methods, lack of resources to attract volunteers and outdated system are the reasons that hinder volunteers' involvement at a community-managed library which then answered the first research question. Secondly, this result also showed that personal factors and environmental factors motivate one to volunteer for community-managed library. These interview questions and protocol are relevant and adequate for this study. In future, there will be another pilot study conducted again by interviewing the local community members so that it is more relevant.

3.9 Conclusion

Qualitative research method, case study, in-depth interview and the unit of analysis will be discussed in this chapter. The people that engage with U-Liang Library will be our target participants in our study sample. Snowball Sampling will be employed in our study until data saturation. Rigour standard will help us to enhance the reliability and validity of this study. The informed consent form will be given to participants as part of ethical considerations. We will protect or maintain the confidentiality of the participant's personal data as part of the ethical conduct of the researcher.

Chapter 4

4.1 Data Analysis

Community-managed library is one of the significant community engagement projects that serves the local community. This type of library mainly depends upon the availability of volunteers to keep them sustainable and research also showed that the lack of volunteers is the main challenge facing by the library now. Apart from the volunteerism issue, community-managed library particularly at new villages in Malaysia also face other issues that affect their sustainability. However, there is limited research regarding the factors that curb the volunteers' involvement at a community-managed library and the ways to sustain a community-managed library in rural, new village. Hence this research is to address the reasons that hinder the volunteer's involvement at a community-managed library and to sort out the solutions to sustain a community-managed library.

In this chapter, we will discuss the data collected and interpret the data using our analysis method. To guide our context of this research, which is a community-managed library in new villages, we used a case study of U-Liang library that is located at Tronoh Mines New Village, Kampar. Snowball sampling was employed as our sampling method; hence for the results of our findings, we managed to get a total of seven interviewees from the recommendation of each interviewee to provide us insightful information for this research topic. Each interviewee was either the committees of the library or the volunteers of this library. The data collected were then transcribed (attached in Appendix) and coded to its relevant and adequate theme. Through interpretive analysis of each code, we garnered all the codes and relevant data into potential themes in order to utilize the data afterward to justify the possibility of each candidate theme. Mind-mapping was used to ease at this stage by grouping any similar codes to its potential theme (see Figure 3).

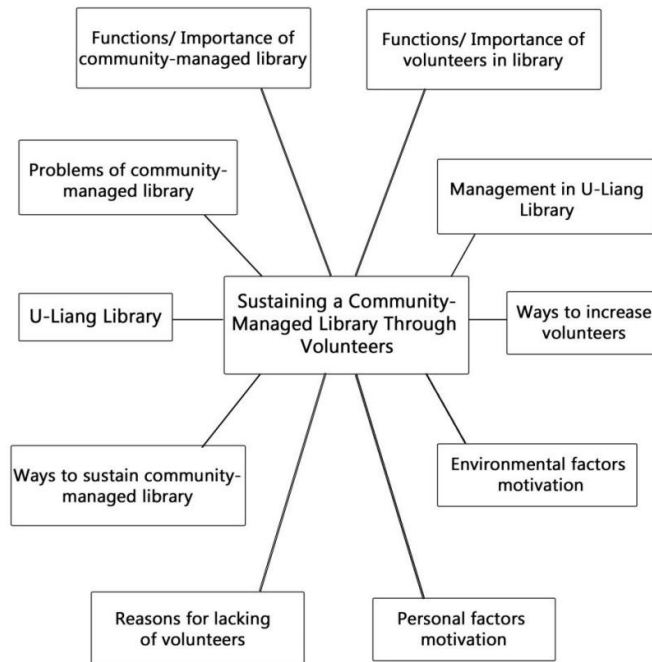


Figure 3. Initial thematic map, showing ten main themes (excerpt).

After generating all the main themes, we moved on to the next phase which is the phase of reviewing the themes. At this stage, we probed and reviewed even deeper of the entire data set to see if the themes coined were able to answer our research questions. To ensure the relevancy of each theme, we refined the thematic map and portrayed the relationships between the themes and the sub themes in Figure 4. Themes of “U-Liang Library” and “Management in U-Liang Library” were discarded as they did not answer our research question while the themes of “Personal factors motivation” and “Environmental factors motivation” were then grouped under the theme of “Motivations of Volunteerism”. A complete set of themes and codes are attached in Appendix.

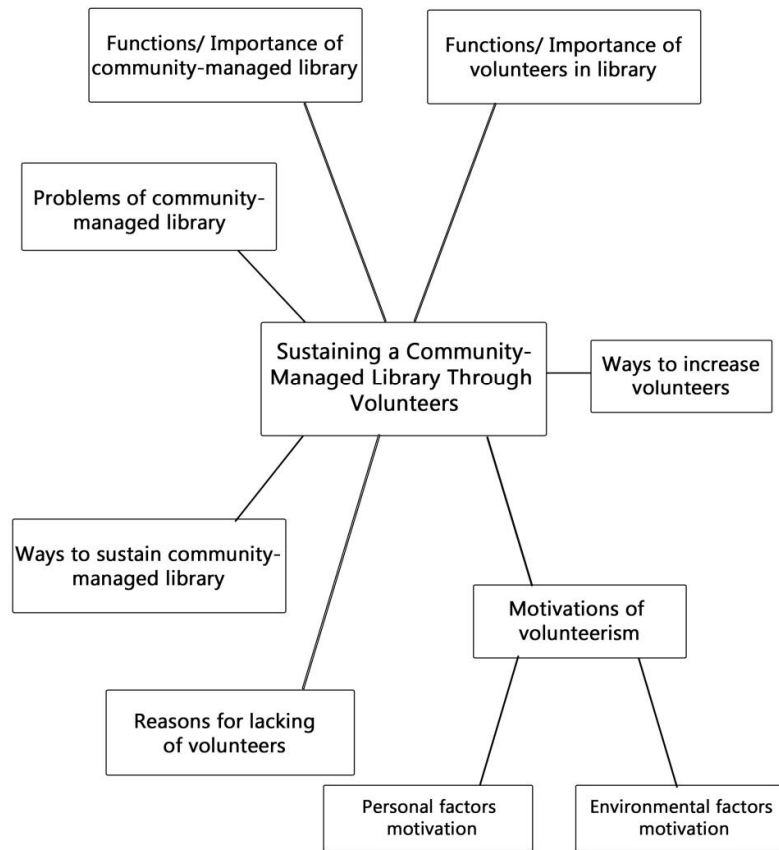


Figure 4. Revised thematic map, showing seven main themes (excerpt)

4.2 Reliability and Validity

As interviewers like us might become subjective and biased during the analysis of data, hence it is important to ensure the reliability and validity of our findings. In light of this, multiple solutions were employed to curb subjectivity and to ensure reliability and validity. Firstly, we employed the triangulation method in analyzing the data which is notably analyzing the data by using thematic analysis, the guide of social cognitive theory and also the case study itself. Triangulation method is being defined as undertaking several methods in research in order to generate diverse and reliable viewpoints (Olsen, 2004). Moreover, the transcripts were

read through and analyzed multiple times by different persons to ensure the objectivity of the analysis of data.

4.3 Findings

4.3.1 Problems of community-managed library

All interviewees were either committees or volunteers that had devoted themselves in U-Liang library before. They clearly understood the definition of community-managed library and most importantly, they were able to voice out a few important problems that the library is currently facing. Firstly, one of the interviewees mentioned that there were **limited volunteers**. Without volunteers, it is even hard for the library to stay open and to serve the needs of the students every day. They could not be able to manage the daily operation of the library.

“If there is no volunteer, the library will close so it needs more volunteers to work at there.”

Secondly, there was also **financial problem** being coined by one of the interviewees as one of the problems that the library is currently facing. To date, the library is still facing issues like lack of reading materials and lack of manpower. Hence they need money to buy reading materials for the children and also to hire permanent staff to manage the library; however there are not enough money to fund these extra costs. Moreover, according to the interviewees, it was also being said that they need the money to pay the utility bills and to operate their library. This is due to the library depends on the donations from the public whereby it can be risky.

“Even though the library is not working but the bill still we need someone to pay for it.”

In addition, the library also **lacks of facilities and good reading materials**. This can be seen when the interviewee said that the books are too old and not in appealing condition to the users. Moreover, the reading materials are either too deep for the children to understand or the genre is not suitable for the kids. Not only that, the interviewee also mentioned that there is no computer or projector in U-Liang Library which leads to a lot of inconveniences when the volunteers intend to utilize these facilities to organize educational programs. The local community needs more suitable and a vast variety of reading materials for their children to learn.

“But what I mentioned about financial problem is because the reading material in this library is not suitable for children at their age.”

Moving on to the next code, the **visitor** are also quite a challenge for the library. The visitors are normally the library users which are the children. In accordance with the interview, it was mentioned that the children have a bad discipline and do not know the rules of library; hence shouting and playing in the library. To add on, they see the library as sheer entertainment as they do not know the purpose of going to the library. As the library is located at a serene village, it is far away from other towns and cities; hence according to the interviewee, there is not many visitors dropping by due to the lack of awareness about this library. The interviewee

added that the library needs more visitors so that the library can serve the needs of the local and needed community.

“But actually there is a problem which is the children does not know the real purpose of going to the library.”

The **poor environment** is also one of the problems that the library is currently facing. The library is humid, hot and dirty as there is not any volunteers to clean the library daily especially when the library is closed. The library’s air-conditioning does not function well too hence the children do not like to stay in the library. Moreover, the library is small and cannot contain a lot of people, not to mention the bad hygiene of the library. Even if the volunteer intend to clean up the library, the library is only equipped with chairs and tables, but without any cleaning tools such as mop or broom.

“And then because I’m not sure in before there was how long no one went to the library, it was so dirty and no one clean up.”

The library **lacks of support from local community** as not many children or parents will join the activities held by the library. Delving into a deeper perspective, the children show poor cooperation as they are usually not interested to any programs held by the library. It also being stated by the interviewees that the local primary school does not usually help the library.

According to the interviewee, if these programs are supported by the local community, then this library can achieve their objective, which is to serve and to conduct community engagement projects.

“But we pretty much hope that the local community are cooperative, of course, if we are able to get great support from the local community when we organize activity.”

According to generated outcomes, the library has **limited target audience**. The library only targets the primary school children which leads the secondary school students to feel neglected. It was stated in the interview that even the respondent did not possess any solution to open more opportunities for a wider age of audience as there is limited manpower to do so.

“Most of the activities that we organise are targeting primary school children, probably we need to start young. It’s just that the secondary school children may feel neglected.”

4.3.2 Functions/Importance of community-managed library

In accordance with the data generated, it was found that the community-managed library greatly helps in **education**. The library serves as a place for the children to go to, for learning and revision purpose. Apart from school usual hours, the children get to have more opportunities to learn as the library is readily available for them. The children can do their

revision at the library while seeking advice from the librarians there. Pertaining to the findings, it was also proposed that the children can carry out experiments at the library to hone their practical skills. Not only that, the interviewees also proposed that the community-managed library functions as a platform for the students to socialize with each other and to discuss about their homework.

“Another thing is because the library can educate the children here and bring improvement in their academic.”

Regarding the data given by the interviewees, community-managed library also helps to **cultivate reading habit**. The library’s reading materials will come in handy for the children. This reading behaviour will then be developed and useful for the children in future. Besides, it was also proposed that community-managed library can shape one’s **moral values**. As a librarian is able to supervise these children, one will learn how to be responsible by finishing their homework. In addition, working with their own classmates or schoolmates help to boost the moral value of unity too.

“This can help the children to cultivate the value of independence and unity.”

The interviewees also suggested that the community-managed library serves as a place for **entertainment**. The children can go to library to spend their free time in a healthy manner, moreover playing some mini games or partaking mini activities held by the library. Lastly, it

was also proposed that the community-managed library can help to boost **university community engagement**. This can be seen from the phrase such as "... a good platform, a good place for the university students and the university to engage with the community lah.", the students are able to grasp this platform to learn something from the community.

"Because students can, like you, use it as a case study or students can have the opportunity to volunteer there."

Moreover, the students will also be able to expose to new culture as the students from the cities rarely get to see the type of living in a rural community. They can utilize community-managed library as a case study for their future research or for course work purpose.

4.3.3 Functions/Importance of volunteers in library

In regard to the generated findings, it was found that the volunteers can **enrich the diversity of expertise** in the library. Each volunteer can bring about their expertise such as conducting educational programs to the children in the library. It was said that each expertise will help the library to grow and to sustain in many ways.

"Maybe you know to categorize books in the library or you know how to operate the library. Or expertise of how to conduct educational programs for the children there."

One of the interviewees also said that volunteers can **teach or guide the children** in many terms. The volunteers are able to guide the children by teaching them to read and instilling the rules and regulations in the children's mind. According to the participant, the children can also treat the volunteers as their role model in shaping their own personalities. This is due to at a new village like Tronoh Mines, Kampar in which most of the local citizens are of Chinese, they value education and respect teachers a lot.

“They hope UTAR’s lecturers and students can be the role models for their children and build good personalities.”

On a side note, one of the participants of the interview also answered that a volunteer can manage **daily operation** to keep the library open. Last but not least, it was also answered that a volunteer can **gain trust from parents** and therefore boosting the confidence of community-managed library as a useful platform for the local community. This can be applied when there is a volunteer from university as they are looked upon as someone who is prestigious and reliable by the local community.

“Because of the presence of UTAR lecturers, the parents and elder have high hopes for this library.”

According to the interviewees, the volunteer do deem as beneficial and useful to the local community, therefore proving that volunteers play a significant role in community-managed library.

4.3.4 Ways to sustain community-managed library

The data gathered from the respondents proposed that the **commitment of the committees of the library** play a significant role here. According to the respondent, the committee of the library should address the issues faced by the community-managed library immediately. Adding on, **premature preparation for threat** also helps to sustain community-managed library. It was stated in the data that an early preparation for future threat will be able to sustain a community-managed library.

“So we have already manage this from the beginning so that it would not become a problem.”

Moving on to the third code generated from the findings, **fund-raising** is another way to sustain community-managed library. Money earned from fund-raising can be used to upgrade their facilities and increase reading materials which lead to the next point suggested by the interviewees. By **improving the environment and infrastructure**, the respondents believe that it can sustain the community-managed library. By having more air-conditioning and better sanitation, the children will visit the library more frequently.

“So that one, and then to make the library probably more comfortable instead of like a room with nothing, except some tables, chairs and rack, full of books something like that.”

To sustain community-managed library, it was also suggested by the interviewee that the library should **hire staff** to manage the library. The library committees which are our respondents said **seeking help from private sector or government sector** helps to sustain the library too. The private sector will provide more exposure for the library while the government can provide more funding to the library. Moreover, the interview also demonstrated that the library can seek help from the retired teachers as they possess educational background and expertise in teaching and guiding the children. They also have more free time compared with the moment when they were still working at the school.

“I think if the government sector or private sector can help to promote our village or this library to let more people know then it will be good.”

The participants also answered that through **donations** in terms of money or reading materials, the community-managed library can sustain with these resources. Donations such as money will then be used to hire permanent staff, to upgrade facilities and to organize more activities to attract volunteers. Not only that, **exposure** of the library to the general public will also help to sustain the library. According to the participant, when more people know about the library, then they will become aware and volunteer themselves. Exposure can be done through organization of events and utilization of social media.

“Also, if we are able to get media support in promoting the programme organized by us, it will also achieve the same outcome

to let more people know about U-Liang library.”

Lastly, by having **internship** at the library and also achieving **reliable relationship with the local community**, the library can certainly sustain in long run. Internship allows consistent volunteers to operate the library daily and also to allow more activities to be done for the local community as now there is sufficient manpower. According to the respondent, when the parents trust and rely on community-managed library, they will support them and active in partaking the activities held by the library. This explains that if the library able to achieve a reliable relationship with the local community, then the library will be able to sustain in long run.

4.3.5 Reasons for lacking of volunteers

After looking at ways of sustaining community-managed library whereby most of the ways are to attract volunteers, it is time to probe into the reasons for lacking of volunteers. According to the respondents, **time** and **age** are huge reasons that explain the lack of volunteers. The respondents further elaborate that those who usually cannot volunteer are due to their days are too occupied and some are too old to work in long hours. Some of the local citizens have to take care of their children and work every day, hence do not have much free time to volunteer themselves at a community-managed library.

*“The old people don’t have enough stamina to do it
for long hours or they have to take care of their grandchildren
or some hours they have do this and that.”*

Moving on to the next point, **poor environment** and **lack of facilities** are also the reasons, coined by the participants. The fundamental facility such as water flush is not equipped in the toilet. The sanitation of the library is not in a good condition, making the volunteer feeling uncomfortable to come and to work in long hours. Moreover, the participants also said that the **lack of incentives** demotivate one to volunteer. They need some allowance to cover their petrol. Demonstrated through the interview, incentives such as token of appreciation are able to motivate people to volunteer themselves at a community-managed library as they feel they are appreciated.

“Maybe because they are not given any incentives? So if I want to, If let say I never care about the children, I never really get to see their condition, if you want me to go there and give tuition, I will expect people to pay me some money.”

As the community-managed library located at a tucked away village, it is very distant to the cities and towns nearby. The respondents then answered that **geographical area** plays a role in demotivating one to become a volunteer as most interested people find that the library is too far from them and they do not possess their own transportation to travel there.

“And other point is the geographical, most of the community managed library is quite far for outsider.”

On top of that, if one do not possess any **expertise**, one will also less likely to volunteer himself. In accordance with the findings, one who does not possess the required expertise, then one will not see his contribution as meaningful hence less motivated to become a volunteer.

“And second is as the volunteer whether they see their role as something beneficial to the community, because some times when you volunteer but you don’t see the contribution is meaningful. Because the community might need something that the volunteers can’t do it.”

Last but not least, **unclear benefits** is also one of the reasons that causes the lack of volunteers. One of the participants felt that sitting in an air-conditioning room for five hours does not seem meaningful. The participant added that by making benefits and his job scope clear, then he will only willing to volunteer himself in a community-managed library due to the fact that he sees his contribution as meaningful.

4.3.6 Motivations of Volunteerism

As per what mentioned in previous chapter, social cognitive theory was used to guide our analysis of data. Hence, the motivations of volunteerism are being divided into two categories which are respectively personal factors motivation and environmental factors motivation. Under personal factors motivation, the respondents answered that one will be motivated to volunteer if one has **free time**. Moreover, if one has **expertise** that is required by the library, for example one who has an educational background, he or she will be motivated to volunteer. According to the interviewee, he will be able to contribute more as he knows how to manage a library.

“Maybe you know to categorize books in the library or you know how to operate the library.”

It is also found that one will be willing to become a volunteer if he or she is **familiar with the local community**. According to an interviewee who is a local villager, she commented that some social problems or personal problems of the children will only be known if the volunteer is familiar with the local community. By being familiar with the local community, these generated inputs can be included in the library’s programs and it can better help the children according to their own issues respectively.

“These are the local situations that even volunteers from UTAR wouldn’t know because we are not from the community.”

Personality also plays a role in motivating one personally. According to the respondents, if one is very kind and passionate, he or she will be very happy and satisfied when they see the children are achieving something. Besides, on the top of the pyramid of the hierarchy of needs, **self-actualization** encourages one personally too become a volunteer. An interviewee commented that he became a volunteer in order to be able to participate more in decision-making process. It allows the volunteer to work hard without seeking for pay as the volunteer only intends to unleash and fulfill his ability and potential. When one has a **shared identity** with the local community, he or she will also become a volunteer. According to the participant, it is this identity that makes him to help the people who has the common identity. For example, they feel like the Chinese in their village do not have sufficient resources compared with the

children in other towns or cities; therefore this shared identity motivates him to help his villagers, particularly the children.

“And I can’t rule out that Malaysia’s Chinese population is declining. If the Chinese population in this new village decreases, the student pool will decrease. Without these pupils, there would be no need for this library to sustain.”

After looking at personal factors motivation, the findings also generated a few environmental factors motivation. **Allowance** given to volunteers and **university community engagement** help to advocate the act of volunteering among the general public. Allowance given to the volunteers can help to cover some daily expenses such as meal and transportation. The library also acts as a platform for the lecturers and students there to engage with the community, learning other skills. According to the interviewee, university community engagement is an important aspect for the university itself as it does not exist in isolation. The university is within the community and thus it needs to engage with the local community often. Community-managed library is one of the university community engagement projects that provides a good platform to both lecturers and the students.

“For us, for part of university, basically it is to bridge between the university and the library.”

On a side note, **family influences** and **peer influences** are also strong motivation in affecting one to become a volunteer. According to the respondents, some parents volunteered

themselves as their children are using the library for learning purpose whereas the others are willing to become a volunteer as their peers push them to do so. These parents volunteered themselves due to the unconditional love to their children or grandchildren. Whereas looking from another perspective, peer influence plays a part here as it provides fun to the volunteers to do something meaningful with their friends.

“In addition, people are more likely to be motivated by friends as it will be more fun if a group of friends get together.”

Distance also plays a crucial role in motivating one to become a volunteer. If one is staying near the library, then he or she will more willingly to volunteer as it is nearer and more convenient to them. Lastly, pertaining to findings, **exposure** to the library also motivates one to volunteer as they can see the condition of a rural community-managed library. According to the interviewee, some volunteers wish to expose themselves to a new condition such as those that live in towns have never gotten the chance to see how a rural community-managed library looks like.

4.3.7 Ways to increase volunteers

After knowing the reasons for lacking of volunteers, the interviewees then provided a few measures to increase volunteers. It was coined that by **providing incentives**, there will be volunteers for a library. These incentives can range from token of appreciation to paying the volunteers. Furthermore, the **commitment from the committees of the library** that always

help to address issues faced by the library will also increase volunteers. It was portrayed in the interview that if the committees do not take any measures or initiatives to solve the current challenge, the library will eventually close down.

*“If there’s a need, then the committees need to manage this.
So if even the committees don’t volunteer, then it won’t move.
So it should be the committees who do the work and to address
this issue.”*

According to a respondent, it is crucial to have **exposure** by using social media to promote the library so that more people can be aware of the library. One can organize events to let the public well aware of its existence and its meaning. By publishing informational posters, one will know the needs of the library here and therefore willing to volunteer.

*“So, through organising event, more people are aware of the
existence of U-Liang library and pay attention on the problem of
U-Liang library.”*

Collaboration with multiple sectors such as local community, private sector and government will also in turn to grant more volunteers to the library. According to the respondent, by seeking collaboration from the retired school teachers, the children will be benefited.

*“If there is a compulsory project for students, like you all,
if you all not doing research you all will not coming to the library*

too. So if there is related project in every school, it might be more possible to have more volunteer in the library.”

On top of that, collaborating with tertiary educational institutions such as university to make volunteerism a compulsory project for the students, there will be more volunteers to the library.

4.4 Conclusion

In short, there were seven main themes under this research topic. To answer research question one, which is what reason that hinders volunteer's involvement at a community-managed library, there were a total of eight elements. These eight elements were time, age, poor environment, lack of facilities, lack of incentives, geographical area, expertise and unclear benefits. While to answer research question two, which is what is the way to sustain a community-managed library, there were a total of ten ways. These ten ways were commitment of committees from the library, premature preparation for future threat, fund-raising, help from private sector or government, hire permanent staff, improve environment and infrastructure, donations, internship, exposure, increase reading materials and finally reliable relationship with local community.

Chapter 5

5.1 Discussion

The findings of this case study added to the evidences based on community-managed library and supported other recent studies which took qualitative approach in this area such as (Shrestha, 2013; Abu, 2014). A comprehensive idea has been built up about the factors that motivate volunteers in volunteering at a community-managed library. It is possible to apply the findings of this research in other community-managed libraries that are currently facing the issue of lacking volunteers.

The findings from this research then, revealed a few challenges for a community-managed library but remained limited volunteers as the main challenge. It appears to support the past research that have been done (Ebiwolate, 2010; Woolley, 2011; Asselin, 2012) whereby these challenges would drive a community-managed library to a risky situation and eventually affecting the sustainability of a library. Among seven interviewees, all of them mentioned about limited volunteers as one of the issues that the community-managed library is currently facing. This was again echoed in (Taylor, 2004; Rebecca, Jeffrey & Robert, 2012) report in which many community-managed libraries were forced to close as there was a lacking of volunteers.

The first part of our interview result outlined the reasons that affect volunteers' willingness in volunteering in a community-managed library. The findings of this area is discussed according to social cognitive theory, which reveals the reasons that hinder volunteers' involvement in the community-managed library in two categories, personal factor and environmental factor. For instance, interviewees revealed that personal factors such as time has affected volunteers' willingness to volunteer in a community-managed library. The research findings showed that people will tend to volunteer when they have more free time.

According to Tošner and Sozanská (2002), a lack of time is a widely named reason for non-volunteers. The common reason for people not to conduct voluntary work is that they do not have the time, as they need to juggle with their full time jobs and family (Svedberg et al., 2010).

Another personal factor will be expertise. One of the interviewees mentioned that if one has expertise that is required by the library, such as coming from an educational background, he or she will be motivated to volunteer. According to the respondents, people will be able to contribute more as they know how to run a library. Damerell and other researchers (2011) also found that education is an important factor in encouraging people to volunteer. In general, those have higher knowledge scores are more willing to help.

Moreover, it was also found that if one is familiar with the local community, he or she will be willing to become a volunteer. According to an interviewee who is a local villager, she commented that some of the social problems or personal problems of the children would only be known if the volunteer is familiar with the local community. Besides, when one has a shared identity with the local community, he or she will also become a volunteer. According to Emma Thomas (2005), when people have the same identity and view of the situation, it will lead to the increase of group-based emotional experience, thus, which will lead to the intention to undertake volunteerism.

Personality also plays a role in motivating one personally. According to the interviewees, if one is very kind and passionate, he or she will be very happy and satisfied when they see the children are achieving something. Based on Haberman (2007), the personality of helping others for the benefits of the society, without the intention of receiving any rewards for the work done, is a key motivator for people to volunteer. It also indicated that, those with

personality values such as social responsibility (Bekkers, 2007) and caring principle (Ottoni-Wilhelm & Bekkers, 2010) are more likely to start volunteering and less likely to quit.

Furthermore, on the top of the pyramid of the hierarchy of needs, self-actualization encourages individuals personally to become volunteers. During the interview, a respondent mentioned that he became a volunteer in order to be more involved in the decision-making process. Based on Fisher (2009), the aspect of self-actualization acts as one of the important factors to motivate people to volunteer. Baylor (2010) claimed that, the sense of achievement contributed to a motivational factor that drives people to volunteer. Besides, Gorey (1998) examined that, a volunteering program that provided aspects for growth and learning is resulted in increased life satisfaction and self-actualization.

Besides, interviewees also revealed that environmental factors such as university community engagement, transportation allowance, peer influence, family influence, geographical area, poor facilities, distance, exposure and poor environment condition would be the concern for them to volunteer. University community engagement has affected the behaviour of a volunteer when volunteering in a community-managed library. University community engagement is considered as an environmental factor that helps undergraduates in personal development, career opportunities, boost confidences, and pro-social behaviour (Abdullah, O'steen, & Shihah, 2018). The interviewees did mention that higher education institutions should play a significant role in showing and developing civic knowledge and skills towards students by collaborating with U-Liang Library as part of the curriculum. According to Levine (2007), this researcher highlighted that several universities and colleges had restructured their public purpose by putting more attention in offering more chances for students to study about the practice of community engagement. By prioritizing community engagement in curriculum will intensely encourage undergraduates students to volunteer in community engagement activities (Czerwiec, 2016).

Next, several interviewees revealed that allowance is one of the environmental factors that will affect a volunteer's behaviour. Incentives have a positive influence on volunteer's attitudes and behaviour (Puffer & Meindl, 1992). Incentives can be used as a platform or means in delivering organization's values and shaping volunteer's attitudes and performance (Lawler, 1983; Kerr and Slocum, 1987; Enz, 1988; O'Reilly, 1989; Puffer & Meindl, 1992). Motivation in terms of extrinsic reward or external motivation such as paying incentives might be easier to implement if the volunteers are not motivated (Reinklou & Rosén, 2013). According to Kiangura and Nyambegera (2012), they discovered that 79% of the selected volunteer of their study agreed that incentives are more likely to motivate them in volunteering themselves. It can be concluded that an individual might be more likely to engage their time in volunteerism at a community-managed library if they would be paid or given other than tangible rewards as compensation for their time (Philips & Philips, 2010).

Moreover, an interviewee considered peer would be a concern for them when volunteering. According to Balashov (2018), this researcher posited that social influence from peers, parents can act as a cognitive factors that can contribute for the sake of helping and volunteering. Peers are significant in transmitting social cognitive interventions, it can happen when individuals witness their peers engaging in a behaviour that will in turn increases the likelihood of them to engage in that behaviour too (Hyland, Wood, Adamson, Mathers, Hill, Seal... & Moynihan, 2007; Perez, Hroni, Vega, Bermudez & Segura, 2008; McHugh, Lee, Aspell, Connollt, Lawlor & Brennan, 2016). According to Cnaan, Smith, Holmes, Leventhal, & Handy (2010), the results from their study showed that 43.3% of the volunteers seemed to be more influenced by peer pressure compared to regular volunteers and non-volunteers. The outcome from a peer influence research indicated that peers may affect adolescents towards positive impact, including a variety of pro-social and adaptive behaviours such as volunteering and community service behaviours (Choukas-Bradley, Giletta, Cohen, & Prinstein, 2015).

Distance and geographical area will be another concern for volunteers in volunteering themselves. As mentioned by our interviewees, most of the community-managed library is too far from where they stay, such as U-Liang library in Tronoh Mines. They mentioned that some people is reluctant to volunteer in the library due to this reason. Location and distance had become one of crucial role that hinder volunteers' engagement in community-managed library that are often established to meet the needs of rural areas (Agyemang, 2017). Convenience of the library's location was the key factor in volunteers' motivation (Cavanagh, 2017). According to Agyemang (2017), the research which includes Social Cognitive Theory in the study showed that the inconvenience of the library location plagued the motivation of the volunteers. The research finding showed people are more willingly to volunteer when the area or location of the library is nearer from where they stay.

In addition, poor facilities and environment are also the challenges to sustain a library and recruit volunteers. As mentioned by our interviewees, the library lacks of facilities and the condition of the books are very poor; some of the books are not suitable for the children at their age. The library lacks of air conditioners, fans and toilets. As our interviewees mentioned, the environment of the library was not so comfortable and the toilet has poor sanitation. This again echoed in Omenyo (2016), the research finding showed that books in library do not meet the needs of the user as most of it were donated by others, same as one of the interviewee viewpoint. Poor and uncomfortable environment conditions will hurt productivity and impact volunteers' health (McDonald, 2019; Emanuel, 2017). A good environment condition and facilities are the motivation for people to volunteer.

Interviewees also revealed that exposure of the library as one of the environmental factors that will affect volunteer's intention. They mentioned about the library is lacking of volunteers as people fail to see the condition of the community-managed library in rural village. According to De Wit and Bekkers (2014), exposure is needed as when people aware

of the library and its needs, they are more willingly and motivated to volunteers. The Social Cognitive Theory in the study shows that the barriers that hinder volunteers are the low awareness of volunteering (De Wit & Bekkers, 2014). There was an evidence showing that the factor that hindered people from volunteering was that they were not asked to volunteer (Fridberg, Henriksen, Koch-Nielsen & Rosdahl, 2006). It is clear to see that the exposure is a key factor for people to volunteer.

After answering the first research question, the second part of the research examined the ways and solutions to attract more volunteers for community-managed library and the ways to sustain the community-managed library. One of the interviewees mentioned that the community can look for donations in terms of money or reading materials. This donation would assist in sustaining the community-managed library. Noh (2014) research also stated that the library relies heavily upon donors in donating reading material or library resources to help sustaining its growth. It is important for the local community to call for donation. The donation can be in terms of money, reading material or other facilities such as projector and printer in assisting the volunteer to teach the children. By working closely to the donors, it is able to ensure that both the goals of the donors and the needs of the library can be met.

The interviewees also suggested that the community-managed library could organize fund-raising activity to raise fund for the purpose of improving the facilities of the library. Besides, the library could also utilize the fund to hire teacher to offer tuition to the children if there is no volunteers. According to Gonzalez (2013), the rapid growth rate of information increases the cost of materials in library and fund-raising is a key to serve the needs of the visitors of the library. The main purpose of the community-managed library in rural area is to serve the needs of the children by improving their education; hence, it is important to have enough fund in order to equip the library with adequate resources.

In addition, the findings also indicated the community-managed library can reach out to nearby universities. As mentioned, U-Liang Library is able to sustain when there is internship programs from University Tunku Abdul Rahman or compulsory volunteerism projects for students. Therefore, community-managed library can collaborate with nearby university in order to attract the students to apply internship in the library. The interns play a significant role in serving the needs of the visitors of the library. Similar research findings (Ramachandra, 2013) also indicated that universities play a significant role in involving students in community engagement programs. Universities carry more corporate social responsibility (CSR) projects in current era compared to before. It shows that university will be one of the highest potential supporters in helping the community-managed library. By having collaboration with universities, it would ensure that the community-managed library will always have volunteers.

Furthermore, the interviewees also suggested community-managed library to look for help from private sector or government sector in promoting the awareness of the library. Private sector or government sector can carry some activities and events at the library area to increase the exposure of it. In spreading the awareness to the public, it would help to attract potential volunteer either in financial or human resources in sustaining the community-managed library. Most of the community-managed libraries are located at rural village where exposure is crucial for them in order to attract the volunteers. As indicated in Zakariya (2014), government encouraged every sector to put more concern in community engagement projects. Hence, private sector or government sector are also having high potential in offering help to the community-managed library if they receive the request from the community.

One of the interviewees also suggested that the library should approach retired teachers that stay or live in nearby areas to become one of the volunteers. According to Creasey (2018), retired teacher or senior citizen has the most potential in volunteering themselves. Retired

citizens will look for constructive ways in utilizing their time and skills to help others. The research revealed that retired citizens have more time and stable financial background in volunteering. A survey that was carried out previously also showed that retired citizens have high willingness to volunteer compare to others. 86% of them showing interest in volunteering as their future retirement activity (Singh, Levin & Forde, 2005).

In summary, the suggestions indicated by the interviewees answered the second research question and act as references for other community-managed libraries to increase volunteers and to sustain the library. This case study highlighted the ways for a community-managed library to be referred in the future in order to keep the doors open.

5.2 Limitation

Some limitations and gaps in the knowledge of sustaining a community managed library through volunteers still need to be filled. The study reported here only focused on only one U-Liang Library which is a community-managed library or a volunteer-based library which located at Tronoh Mines New Village, Kampar. Only a single-case study is hard to be reflected as the representative of complexity of problem that faced by the entire community-managed libraries across Malaysia or internationally. Initially, snowball sampling was chosen to identify potential interviewees as it was difficult to locate the persons that were experienced with community-managed library, particularly a community-managed library at a tucked away village Tronoh Mines, Kampar (Explorable.com, 2009). Snowball sampling method was suitable to be employed for this research due to the difficulty of identifying adequate interviewees. Moreover, it was also suitable as this method was cost-efficient, cheap and simple (Explorable.com, 2009).

However, this sampling method possesses limitations. After we completed the research, we found out that the snowball sampling wasn't the best method to be used as it had

limited the diversification of interviewees in this study (Explorable.com, 2009). This research has limited information providers in which only committee members and previous volunteers were interviewed. The opinions and viewpoints from others such as the local community, the library users were ostracized. These people are such as the children who utilizing the community-managed library in their daily life. Their opinions are greatly needed and it will be helpful for the study as they are the stakeholders who have the closest connections with the library. However, this research failed to interview the children in U-Liang Library as they do not have knowledge in answering the research questions as their age is too young.

5.3 Suggestions for future research

Based on the above limitations, the following recommendations are indicated for future work. Since the researcher has little control over the snowball sampling method, in response to obtain more accurate results for data analysis, a future study would be highly recommended to employ judgement sampling. It is a non-probability sampling technique whereby sample members are selected based on researcher's knowledge or professional judgment (Frey, 2018). This can in turn allow the researcher to approach more diversified respondents, providing more objective results to represent the findings of a research (Frey, 2018).

On a side note, to further the study of reasons and solutions for lacking volunteers in a community-managed library, it is recommended that the investigation scope of community-managed library should be expanded in future research, instead of being limited to U-Liang library. By studying more community-managed libraries, it would guide research towards a more comprehensive perspective and would help to expand existing literature, recommendations and allow the creation of new solutions in sustaining community-managed libraries. In addition to interviewing library personnel and committees, future research could

further refine the study by incorporating the views of local children, as it would provide different findings from various perspectives.

In addition, the interviewees also mentioned about a few expected challenge that might become an issue for a community-managed library. These included change of authorities, change of a vision of the authorities, the need for a community-managed library in a local community and finally elevated expectations of a local community. Aforementioned future challenge might become one of a few good research to be done as it can help to address these issue before they turn into reality.

5.4 Conclusion

In a nutshell, the research conducted through in-depth interview with the local community that was related to U-Liang library had attempted to identify the ways in sustaining a community-managed library after knowing the reasons that hinder volunteer's involvement at the community-managed library. This study addressed the two research questions that set out initially and answered Abu (2014) call for an investigation into ways in overcoming the challenges faced by community-managed libraries. The findings provided good evidence against the research objectives. It is possible to use this data to highlight the ways in attracting volunteers that other community-managed library could execute to sustain.

It is crucial to identify the problems and solutions in order to sustain the community-managed library as it is increasingly being deemed an unconventional knowledge hub for the community. More community members are attempting to involve themselves in empower the community through the assistance in delivering important services to serve the needs of the community. The community-managed library in a rural village is to serve the needs of children such as cultivating their reading habit and improving their education. This is because the chances of children in rural village to receive academic tuition is very low. Thus, community-

managed library acts as important role to educate the younger generation. In summary, this study attempts to solve the issues that are faced by a community-managed library as this kind of library needs to be sustained to serve the needs of the community.

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APPENDICES

Appendix 1: Coding

Themes/Categories	Codes	Phrases
U-Liang Library	Lack of knowledge of the library's existence	"... <i>never heard of it.</i> "
Community-managed library	Awareness	"... <i>there is one in hometown</i> " "... <i>they pass by</i> "
	Characteristics	"... <i>managed by the management and books donated by the residents or the public</i> "
Problems of community-managed library	Lack of resources	"... <i>books are very limited</i> " "... <i>lack of books that have in-depth content</i> " "... <i>books are very old</i> " "... <i>books are highly unmaintained</i> "
	Lack of awareness	" <i>I guess they pass by.</i> "
	Limited manpower	"... <i>challenge is manpower because there is only a staff member</i> "
	Limited volunteers	"... <i>less volunteer will be attracted</i> "
	Financial problem	"... <i>there would be extra cost for the measurement to pay</i> " "... <i>caused you certain amount of money</i> "
	Poor environment	"... <i>the sanitation is bad</i> "

		<i>"...no one to take care, no one to clean the books"</i>
	Lack of visitors	<i>"...people don't value the donated books"</i>
	Limited space	<i>"...the books accumulates over time, people just donate and donate"</i>
Functions/importance of the community-managed library	Entertainment	<i>"...it provides an alternative for entertainment"</i>
	Cultivate reading habits	<i>"...cultivate the habits of people of reading"</i> <i>"...is necessary because the habit of reading and the awareness of the important of reading"</i>
	Help community to save cost	<i>"...saves more cost from buying the books"</i>
	Encourage good cause	<i>"...the unused books or maybe the books that the people don't want they can have a place to donate and make good use of it"</i>
	Improve intellectual culture	<i>"...it contributes to the improvement of the culture, the intellectual culture"</i>
Ways to sustain community-managed library	Organize creative activities	<i>"...could organize maybe reading day or reading week with a theme to attract people"</i> <i>"...organise a debate competition"</i>
	Improve the environment	<i>"...use simple furniture"</i>

		<i>"...clean the library once a week at least"</i>
	Utilize social media	<i>"...make use of the social media to increase the exposure of the library"</i>
	Donations	<i>"... through donation and the library also can make money"</i>
	Generate income through activities	
	Renting the space	<i>"...renting it out for the other people to use the space like event, meeting area or to hold seminar and talks, so that it increases the exposure and earn money"</i>
	Volunteers involvement	<p><i>Volunteers (ah) you prefer volunteers right?</i></p> <p><i>Yes.</i></p> <p><i>"...more people would think that there's something to do and I could volunteer because some volunteer think that it better be something meaningful and important to help."</i></p>
	Support from private sectors	<i>"...provide those big companies proposal and ask for sponsorship"</i>

	Transform it into artistic space	<i>"...transform it into artistic spaces like a place for people to perform. It doesn't matter is more or not, as long as it has a place to perform"</i>
Reasons of lacking volunteers	Lack of promotion methods	<i>"...institutions they can have advertisement, promotion, promoting themselves"</i>
	Lack of resources to attract volunteers	<i>"...resources side, CML will be more restricted"</i>
	Outdated system	<i>"...non-professionals so the ways or the efficiency they do things might be weaker than the institutions because it is more structured"</i>
Personal factors motivation	Awareness of shared identity	<i>"...because they have the awareness of a shared identity in a community. Once they have it, they will only think ok, I need to contribute because it is a shared community"</i>
	Intellectual values	<i>"...once you uphold, recognize or acknowledge the importance of intellectual then you will go"</i>
Environmental factors motivation	Family influence	<i>"...family is the foundation of education."</i>

	Education	<i>"...my own experience is through education"</i>
	Peer influence	<i>"...I think peer influence actually play the role to motivate. "</i>
Ways to increase volunteers	Utilize social media	<i>"...use social media. This is an internet era. And also advertise themselves online"</i>
	Organize events for exposure	<i>"...creativity to organise some interesting events"</i>
	Education	<i>"...maybe instil the importance of the Community Managed Library more" "...for adults, enlighten them."</i>
	Financial aid from the government	<i>"....government can actually help the Community-Managed Library (CML) to do something else to attract people"</i>
	Increase publicity	<i>"all sorts of ways to publicize themselves."</i>

Appendix 2: Transcript of Pilot Study

Interviewee: John Wong

Interviewer: Darren Lim

Demographic details of the interviewee:

Gender: Male

Job description: Student

Email: jeffwong7102@lutar.my

Contact number: 016-4886278

Date of Interview: 21st July 2019

Location of Interview: Universiti Tunku Abdul Rahman

List of Acronyms: John Wong = JW, Darren Lim = DL

DL: Can you share with us about your experience with U-Liang Library? Do you know what is U-Liang Library?

JW: Pardon?

DL: Okay, U-Liang Library is actually a community-managed library at Tronoh Mines.

JW: At what?

DL: At Tronoh Mines.

JW: Okay...

DL: Do you know this existence of this library?

JW: No... Could you spell the name out loud? I wonder.

DL: U-Liang

JW: I have never heard of it.

DL: Instead of U-Liang Library, can you share with us about community-managed library?

JW: Community-managed library... Uhh actually there is one uhh back in hometown. It was in my apartment and uh it was managed by the management and the books are donated by the residents or the public. So, my experience with the library is that the books are very limited,

especially the genre. And then, mostly there only fictions, comic books, manga and uhh it lacks of books that have in-depth content.

DL: Ohh, sounds superficial right?

JW: I won't say that it's superficial, just entertaining. Ya entertainment.

DL: Then uh, can you briefly explain like uhh is the sanitation good, the environment?

JW: The sanitation is bad haha. It's bad because the library, once you step in, it stinks like a certain smell that is indescribable. And uh, the books are also very old because the colour of the pages are yellowish. Most of them are stained by unknown liquid. I guess so because of the bad maintenance. So ya, that's my experience with it. But I enjoy the book a lot, the manga.

DL: Actually do you find many people visiting this library?

JW: No, not really, a few. Only a few, like not a handful of them.

DL: Do your neighbourhood members actually know this existence of this library?

JW: I guess they pass by.

DL: But they know right?

JW: Maybe? I can't tell. I have never asked.

DL: I proceed to the second question. **What do you think are the functions of this library?**

JW: The function? It is to provide entertainment. The first objective that is very obvious. And second one would be apparently to serve the purpose of maybe cultivate the habits of people of reading. Ya ya, that would be the second one. And the third one would be uhh to provide books so that the residents or the users of the library don't have to spend money to buy the books, so it basically saves more cost from buying the books.

DL: Do you think this library actually helps to enhance the living quality?

JW: Enhance? Living quality? I don't know how to measure whether it has enhanced the quality or not but uh I would say it provides an alternative for entertainment. An alternative form of entertainment.

DL: So question number three will be **what are the advantages and disadvantages of having this particular library in the community?**

JW: (ah) There's a lot of thing (uh) advantages is that (uh) if once you provide books if the kids passed by they will be curious and they will take the books and maybe read through it so that it would (uh) maybe cultivate their habits of reading just as what I said in the objective part and then (uh) the advantage another advantage would be that the... the unused books or maybe the books that the people don't want, they can have a place to donate to and then make good use of it... hopefully.

DL: (hmm) a good cause.

JW: Ya hopefully a good cause.

DL: And is there any perks that maybe you can further elaborate?

JW: (uh) the other perks (hmm) I would say... is there any...

DL: And do you... Do your library in the community right actually provides new jobs opportunity for them?

JW: Actually not because the librarian is the secretary of the management, so she basically just stays at her seat and then she can oversees and supervises the librarian

DL: Oh it means it's the staff from the department itself.

JW: ya ya ya, from the management itself.

DL: (hmm) so how about the disadvantages?

JW: Oh the disadvantage are that the... that maybe there would be extra cost for the measurement to pay so that they can maintain the sanitary or the sanitation and also the quali... (uh) the status of the books but then... apparently they don't want to pay for it so the books are highly unmaintained and then the books are also not... the people tend to think that the books are rubbish because they are like unused already so... so it makes people think that

those books are not valuable in a community library maybe people think that buying books are...

DL: So indirectly it means that this library actually provides a bad impression?

JW: Ya... people don't value (uh) donated books.

DL: Because due to the poor maintenance right?

JW: Ya... part of it.

DL: did you find any other disadvantages?

JW: The other disadvantages (uh) they take up a lot of space... the books... because (uh) it accumulates over time, people just donate, donate and donate keep donating but then they don't really (uh) sometimes they just feel it as a place to store unused books... unwanted books in other words.

DL: So I proceed to forth question.

JW: Okay.

DL: The forth question will be do you think that this library is actually currently facing any problem? If yes, what are they and also how the library is going to deal with these challenges?

JW: The problem is the... people coming into the library to read and to borrow books... this is this would be the first problem, the second problem is that the management doesn't really (uh) put emphasis in the community library... ya those are the two problems.

DL: And then how you think that the library going to deal with this problems?

JW: The library itself? (laugh)

DL: What if they don't? or they do but....

JW: I think that (uh) maybe they could organize (uh) maybe reading day or reading week with a theme so that to attract people's attention... and then the people will come... out of curiosity.

DL: And then like just now you mention because the library is having poor maintenance right? You always think ... like bad sanitation, how do you think the library is going to solve this problem?

JW: (eh) remove the mess... (laugh) like use (uh) simple furniture (lah) I think it's better and then put (uh) just clean the library once a week at least.

DL: Okay, so...

JW: (ah) also maybe make use of the social media to increase the exposure of the library to the social media users.

DL: And then (uh) what kind of challenge do you expect for this library to have in the future?

JW: What kind of challenge... manpower as in the... because there's only a staff member.

DL: There are only one?

JW: Ya.

DL: Okay.

JW: So... it's very bad no one to take care and then (hmm) no one to clean the books... this is the future problem.

DL: Do you think this manpower right it can be paid staff or it can be volunteer?

JW: Volunteers.

DL: Volunteers (ah) you prefer volunteers right?

JW: Yes.

DL: Okay, so I proceed to... there's no other future problem that you expecting right?

JW: It's cost.

DL: Cost.

JW: Cost will be another one.

DL: To maintain the library?

JW: Ya, maybe if you want make it (uh) a better environment to read... it would cost you certain amount of money.

DL: What do you think is necessary for a CML to maintain its sustainability?

JW: What do I think is necessary is the habit of reading and also the awareness of the importance of reading, those are the necessary.

DL: Do you think finance will be a big problem to them, like just now you mentioned the “cost”.

JW: Yes, yes. A basic amount of funds, that will keep it operated.

DL: Do you think it should be from the public itself or they need to get it themselves like having all sorts of activities?

JW: I think it's both ways. like through donation and also the library can also make money.

DL: And then, just now you have mentioned about the man power problem right? People don't actually volunteer themselves, how do you think that it should overcome this problem. The library?

DL: Not necessary, like the community, maybe they can do something else about the library to attract the other members to actually volunteer for this library.

JW: Actually there are other ways that would extend the library into the other fields such as like renting it out for the other people to use the space like event, meeting area or to hold seminar, talk, so that it increases the exposure and earn money.

DL: Oh, meaning is about to increase the exposure?. Do you think there is any other idea?

JW: I think so, more people would think that there's something to do and I could volunteer because some volunteer think that it better be something meaningful and important to help.

DL: So do you think that the volunteer is actually very important in maintaining the sustainability of CML? Why?

JW: Yeah, because it is a community library. So literary it's accountable for all members in the community, it's a responsibility. And then it's a public good so the public is definitely responsible because it shows the future population. And then it contributes to the improvement of the culture, the intellectual culture.

DL: In your opinion what is the difference between the volunteers in a CML and also others facilities of institutions?

JW: Well, it's the difference between the volunteers and..... Oh in a community managed library most of the volunteer are from the community itself, but for the library or the facilities of the institutions they can have more resources or sources of human power (man power). Because the CML is very limited to the community itself. But then institutions they can have advertisement, promotion, promoting themselves to the other students or other people from outside of the institutions. So, uhh, resources side, CML will be more restricted. So, less volunteer will be attracted.

DL: Do you find any other difference between the...

JW: Difference? Maybe the systems. The system of the library because a community based library is more towards the...what do you call that. Emmm. It's more towards a very, I would say it may be from the non-professionals so the ways or the efficiency they do things might be weaker than the institutions because it is more structured. And they have already had a system in place.

DL: What do you think about the motivation of the peoples to volunteer in a Community Managed Library (CML)? You can share your own volunteer experiences as well.

JW: Ok, er... I am sorry to say that I have never been a volunteer in the Community Managed Library. I think the motivation of the peoples to volunteer maybe is because they have the awareness of a shared identity in a community. Once they have it, they will only think "ok, I need to contribute because it is a shared community". It is related to anyone within the

community. And then, beside the awareness, another motivation will be the construction of shared community identities. Once they have the awareness, they must construct the identity so that they will contribute because they hold the values and they want to uphold the values.

DL: Do you think family plays the role to motivate?

Yes, sure. Because the family is the foundation of education.

JW: Do you think family place a more important role compared with education?

No, actually the education. I couldn't discern the influence between the family and the education. But for myself, my own experience is through education, not my family.

DL: Do you think peer pressure will be another motivation?

JW: Oh peer pressure? I don't think the accurate word is peer pressure, it will be peer influences. Because it is not a negative thing, it is not pressure. It is an influence. And that influence should be positive one. Yes I think peer influence actually play the role to motivate.

DL: Do you have other motivations that persuade people to volunteer?

JW: Intellectual values. The value of knowledge. Because they are the products of knowledge such as books, they are the products of knowledge. So once you uphold, recognize or acknowledge the importance of intellectual then you will go.

DL: What do you think a Community Managed Library (CML) can do to attract more people to volunteer?

JW: Hmm, use social media. This is an internet era. And also advertise themselves online. And then, they can also use their creativity to organise some interesting events.

DL: What if for some people that are well aware of Community Managed Library (CML) but they just don't volunteer?

JW: It is a very challenging question to answer. There are some motivating factors but it is different from one-to-one. So it is hard for me to come out a very solid solution. But for those people, I would say that maybe instil the importance of the Community Managed Library

more. Like overtime I believe that they might be move through education. Like since young, then you will be instilling or instill this kind of barrier to the children. But for adults, enlighten them.

DL: Do you think public such as the government can actually help the Community Managed Library (CML) to do something else to attract people?

JW: Can. Give funds.

DL: Do you think Community Managed Library (CML) can utilise the other traditional media like newspaper instead of using social media?

JW: Sure, there are all sorts of ways to publicise themselves.

DL: Can private institutions or sectors provide help in addition to the media and the government?

JW: Yes, they can provide those big companies proposal and ask for sponsorship.

DL: Do you have any other ideas on this?

JW: Organise a debate competition. Or transform it into artistic spaces like a place for people to perform. It doesn't matter is more or not, as long as it has a place to perform.

Coding

Interviewee: Madam Khoo Shok Kee

Themes/Categories	Codes	Phrases
Problems of community-managed library	Visitor lacking knowledge of library' purpose	"...children does not know the real purpose of going to the library" "...they just go there to play" "...children come to the library for playing purpose only, not go to the library to do homework"
	Poor discipline of visitor	"...we should let the children know the discipline in library" "...children should know the rules and regulations in the library"
	Lacking of volunteers	"...no one guide the children about the real purpose of going to the library" "...when there is no volunteers, the library is not open"
	Limited reading material	"...the reading material in the library is not suitable for children at their age"
	Lacking cost	"...the library do not have extra financial sources to

		buy new and suitable reading material”
Functions/importance of the community-managed library	Academic purpose	“...go to the library to do homework and seek advice from the librarian”
	Organizing activities	“...can let them do small activity that is regarding to science” “...such as coloring, writing ABC or puzzles”
	Discussion	“...they can go to the library to discuss homework together”
Functions/importance of volunteers in library	Teaching or guiding the children	“...the children need the service by the volunteers such as teaching them to read” “...really good to have volunteer in library as the children will come over to learn” “...children need to have more thought about discipline or rules and regulation”
	Daily operation function	“...the library will not be able to open without the volunteers”
	Gain trust from parents	“...they will do homework and share to their parents

		<p>how the volunteers helped them”</p> <p>“...parents will think that my children improve a lot when they go to the library”</p>
Ways to sustain the community-managed library	Increase suitable reading material	“...provide more related reading material that is suitable to small age children”
	Organize more activities	“...show some cartoon to the children and ask question after that”
	Seeking funds from outsider	“...look for outside source to increase funds such as some authority to sponsor”
Personal factors motivation	Kind personality	<p>“...I feel like I have free time, why not utilize it to help others”</p> <p>“...when people have kind hearted they will give help”</p>
	Lacking of time	“...very hard to ask them to volunteer as many of them is working far away and do not have much free time”
	Lacking awareness of shared identity	“...the villagers here also do not have thought in volunteering, they will not volunteer even they have free time.”
Environmental factors motivation	Benefit young generation	“...when we help it also benefiting our young

		generation like our own children too” “...the activities carried out will benefit the children”
	Distance	“...many of them is working far away” “...too far for them and no petrol allowance”
Ways to increase volunteers	Seeks help from retired teacher	“...retired teacher will have more free time and extra money to give help”
	Form group from community in promote purpose	“...we can form a group from the community and go to ask the potential people like retired teacher to volunteer in this library” “...help to promote the need of the library”
	School project	“...compulsory project for students to come and volunteer in the library”

Transcript of Interview

Interviewee: Madam Khoo Shok Kee

Interviewer: Chuah Ee Xin & Lim Kean Boon

Demographic details of the interviewee:

Gender: Female

Job description: Member of U-Liang Library

Email: -

Contact number: 016-2531038

Date of Interview: 31 Oct 2019

Location of Interview: U-Liang Library, Tronoh Mines

List of Acronyms: Madam khoo= MK, Chuah Ee Xin= E Lim Kean Boon=K

E: Can you share with us about your experience with U-Liang Library?

MK: My experience for the library is I saw the children come to the library is for playing purpose only, not go to the library to do homework and seek advice from the library' volunteers. They did not go to the library for improve their knowledge. I hope the children will not feel so freedom in library, they need to know the purpose and goal. The librarian told me cannot force the children to study, but I think the children should be know the rules and regulations in the library.

D: May I know do you mean there is no one could help or guide the children in knowing the purpose in library?

MK: Actually when first start up the library, we should let the children know the discipline in library. They do not know the goal of studying. They just go to library to play, so many parents will not let the children to go to the library.

E: What do you think are the functions of this library? Except for doing homework?

MK: Can let them do small activity that is regarding to the science. Or can let them do other activity such as coloring, writing ABC or puzzles. So they will not always go out basketball court as there is activity for them. If have this kind of activity, can help to attract them and will not let them feel bored.

D: So you think the purpose of going to library is for learning, do homework, do activity together and learn extra knowledge.

MK: Yes, they can earn extra knowledge such as relating to science. They also can go to the library to discuss together.

E: Next, I would like to ask **do you think it is good to have CML such as U-Liang Library in a community?**

MK: Yes, it is good.

E: **Why do you think so?**

MK: It can help the children at here. But actually there is a problem which is the children does not know the real purpose of going to the library. They do not have a thought about the purpose of going to the library. If you try to ask the children what they should do when they go the library, they will not give you a proper answer. They can come and play, but the activity need to related to science or something they can earn extra knowledge.

D: As you mentioned, the library currently facing a problem which is no one guide the children about the real purpose of going to the library. **Do you think that the library is facing any other problem?**

MK: For other problem, I think is financial.

D: May I know who is currently paying all the expenses of this library?

MK: This one I do not sure. But what I mentioned about financial problem is because the reading material in this library is not suitable for children at their age. The library do not have extra financial sources to buy new and suitable reading material.

E: Can you suggest way **how the library is going to deal with these challenges?**

MK: Library can provide more related reading material that is suitable to small age children. The library also can provide projector, and show some cartoon to the children such as

SpongeBob or Upin Ipin. The librarian also can ask some question that is regarding to the cartoon after that to let them improve their critical thinking.

E: The reason that could not carry out all these suggestions is because the financial problem. What do you think the way to solve this problem?

MK: Can look for outside sources. If want to carry out bazaar at here, it will be difficult to raise fund as the people here is not much. So we need to look for outside source like some authority.

E: What do you think is necessary for a CML to maintain its sustainability?

MK: As I mentioned, it can help the children here. The children need the service by the volunteers such as teaching them to read and write.

E: Do you think that volunteers play an important role in maintaining the sustainability of CML?

MK: Yes sure, if without the support of volunteers, the library could not maintain or function. The library will not be able to open without the volunteers. As there is impossible to ask parent come over library to take care the children.

E: In your opinion, what is the different between volunteer in a CML library and other facilities or institutions?

MK: I do not have opinion about this because I do not have volunteer in these area before.

E: Oh, is okay. Next, what do you think about the influence of volunteers on the relationship of the CML with the community?

MK: Yes it will have big influence to the community, the parents will think that my children improve a lot when they go to the library, they will do homework and also share to the parent

how the volunteers helped them. Our village is very small, the amount of students here only 37. So when the students go to the library, they will finish the homework, and when they did not go they will not do the homework. All the parents and teachers will know about this, so the influence of the volunteers is very huge in this village.

E: Yes so the children here will improve with the existing of the volunteers.

MK: Yes, the impact of volunteers is really huge in here. We also will have good impression on the volunteers as we can see the change on the children like what I mentioned they will do homework.

D: The library aid as a platform to guide the children to be more discipline.

MK: Yes, the children need to have more thought about discipline or rules and regulation.

E: What do you think about the motivation of the people to volunteer in a CML? You can share your own experience as well.

MK: I do not have experience in volunteering in CML.

E: Or do you have volunteer experience in other area?

MK: Yes, such as helping some school' activities.

D: May I know what make you feel like helping?

MK: Because I feel like I have free time, why not utilize it to help others.

D: So we can say that it is because you are helpful and kindhearted.

MK: Yes can also. We also have a thought that when we help, it also benefiting our young generation like our own children too. All the activities that carried out, it will benefit the children in many ways. And we helped also because most of the people here is quite old and

they could not help like the grandparent of the children. Most of their parents is working far away and no time to help.

D: Do you think there is another way to motivate people to volunteer? Or **the factor that influences the willingness of people volunteer in CML?**

MK: Actually when people have kindhearted, they will give help. People will not ask for any repay if they really feel like helping or volunteering. It is really good to have volunteer in library as the children will come over to learn.

E: So the problem is not enough volunteer to maintain the library and the library could not function.

MK: Yes yes. When there is no volunteers, the library is not open. So the library cannot operate when there is no volunteers. Most of the villagers here also do not have thought in volunteering, they will not volunteer even they have free time.

E: **What do you think CML can do to attract them to volunteer?**

MK: I think it is very hard to ask them to volunteer as many of them is working far away and do not have much free time.

E: What do you think other than the villager here, why other people not willing to volunteer at this library?

MK: It is too far for them and also no allowance. Except they really have heart to help the children. For example, the retired teacher will have more free time and extra money to give help.

E: Maybe most of the retired teacher they do not know there is a CML like this need help. If there is a people help to promote the need of the library, or go around and ask for the help, then it might help to increase the volunteer. What do you think about this?

MK: Yes I think it is very useful, but we also need a people to help in promoting all these. Maybe we can form a group from the community and go to ask the potential people like retired teacher to volunteer in this library.

E: Yes it is helpful too.

MK: If there is a compulsory project for students, like you all, if you all not doing research you all will not coming to the library too. So if there is related project in every school, it might be more possible to have more volunteer in the library.

E: Yes yes, really. Thank you madam khoo for giving all the opinions and suggestions.

Coding

Interviewee: Chang Sin Yee

Themes/Categories	Codes	Phrases
U-Liang Library	Aware of the existence	“I have intern for 3 months at U-Liang Library...”
Management in U-Liang Library	Volunteers	“... U-Liang library will closed down when there was no volunteers operate” “... children only can visit to U-Liang Library when there is volunteers operating the library”

Problems of community-managed library	The quality and quantity of books	<p>“... some of them are old and the book cover are shedding”</p> <p>“Some book are too difficult for the children to understand...”</p>
	Limited manpower	“... if no intern goes there, no one will manage the library”
	Limited volunteers	<p>“... if there is no volunteer, the library will close”</p> <p>“... needs more volunteers to work at there”</p>
	Lack of facilities	<p>“... facilities need to be increased such as the lights and fans”</p> <p>“The facilities there are very simple”</p> <p>“There is no computer or projector in U-Liang Library”</p>
	Poor environment	<p>“... there is a problem of hygiene, the toilet is dirty and there is a lot of mouse...”</p> <p>“... there will be some unpleasant smell”</p> <p>“... they would prefer to go outside instead of stay inside the library”</p>
	Lack of awareness	“... not many people know that this library exist”

		“... only a small group of people knew the existence of U-Liang library”
	Lack of fund	“... all of the books are donated by others” “... lack of fund in employing librarian”
	Lack of visitors	“... no one has borrow book from the library”
Functions/importance of the community-managed library	Academic	“... teach them to do their homework and give them some practice” “... is better to send their children to the library to learn something”
	Entertainment	“... I will also hold some activities on weekend” “... play some game” “... cleaning activity and the children will clean up with me” “... spelling competition, colour contest...”
	Discussion	“... gather the children, give them more opportunities to communicates with each other”
	Cultivate good habits	“... help the children to cultivate the habit of reading and aware of the importance of reading” “... cultivate the value of independence and unity”

Ways to sustain the community-managed library	Organized activities	“... organise more activities to let more people aware of the existence of U-Liang library”
	Improve the environment	“... can be solved if the library open everyday”
	Donations	“... ask for donation from the government”
	Reliable	“... support from the local community and the parents” “... their parents may feel relieved when they know their children are doing or revising homework at the library” “... they will feel that CML is a benefit for them” “... when they realised that CML are helping their children in academic”
Reasons for lacking volunteers	Poor Environment	“... the toilet was being locked and there have no water supplier when I wanted to flush” “... environment has demotivate me to volunteer”
	Lack of facilities	“... quite hot due to lack of fan”
	Lack of incentives	“... volunteers are not being paid”

	Time	“... because they have no time and busy with housework”
Personal factors motivation	Personality	<p>“...volunteers that volunteer themselves may work because they are willing to help the children or poor”</p> <p>“... a heart that willing to help is crucial in motivating people to volunteer themselves”</p> <p>“... I can feel the sense of achievement”</p> <p>“... I felt happy and satisfied as I can play and chat with the children at the village”</p> <p>“...parents will come and ask me about the improvement of their children”</p>
Environmental factors motivation	Peer influences	<p>“... I’m volunteering because of the recommendation from family member and my friends”</p> <p>“... recommend and recruit other volunteer to run U-Liang library”</p>
Ways to increase volunteers	Collaboration	“...collaborate with other secondary and tertiary

		institution as a co-curriculum”
	Organize events for exposure	“...more people are aware of the existence of U-Liang library and pay attention on the problem of U-Liang library”
	Social media	“... update new information or post some poster on Facebook page”

Transcript of Interview

Interviewee: Chang Sin Yee

Interviewer: Moo Shiao Lim

Demographic details of the interviewee:

Gender: Female

Job description: Student

Email: changsinjee05051998@gmail.com

Contact number: 016-5487698

Date of Interview: 23rd Oct 2019

Location of Interview: Westlake Kampar

List of Acronyms: Chang Sin Yee = SY, Moo Shiao Lim = SL

SL: Can you share with us about your experience with U-Liang Library?

SY: Experience with U-Liang library? Do you mean what event I had done in U-Liang Library?

SL: Yah, what are you doing in U-Liang Library and what is the experience?

SY: I usually teach them to do their homework and give them some practice; I will also hold some activities on weekend.

SL: So those exercise re given to them by yourself or by the school and you give them revise?

SY: I took it from the internet. If those in lower grades student, I will give them some revise by myself, such as spelling competition, colour contest and play some game.

SL: As an intern, except playing with them cleaning the library, what will you do? Will the kids borrow book from the library?

SY: I have intern for 3 month at U-Liang Library, no one has borrow book from the library. They come for playing and revise only.

SL: So what do you think of the facilities of the library? Is there any computer or projector?

SY: There is no computer or projector in U-Liang Library. The facilities there are very simple. There are two fans, two light and two air conditioners. Then we usually did not open the air conditioners, we will open the window and door. So the weather will be hot, and children don't like to stay inside the library.

SL: So will there a lot of books in the library, or a little bit?

SY: The books are many, but some them are old and the book cover shedding. Some books are too esoteric for the children, they might not interest.

SL: So most of the books in the library are bought or donated by others?

SY: All of them are donated by others as U-Liang Library is facing with funding problem.

SL: Ok. Question two. **What do you think are the functions of this library?**

SY: I think the library can gather the children, give them more opportunities to communicate with each other.

SL: Do you think it is helpful in their academic?

SY: Yes, because they will ask me for their homework. Because some of the school teachers are fierce, they dare not ask and they will ask for my help.

SL: So do you think there is any function other than this?

SY: Parents feel that it is better to send their children to the library to learn something instead of staying in house watch TV and playing games as they are poor performance in their academic.

SL: Do you think that it is good to have CML such as U-Liang Library in a community?

SY: Yes, I think that it is good. As what I have mentioned just now, the library can gather the kids, let them do some homework and have some activity instead of stay in their home. It was also based on the location, such as U-Liang Library in Tronoh Mines is remote area, then if there is such a place, they will be more willing to go.

SL: So you think CML is more suitable to build in the rural area?

SY: YES!

SL: Moving one is our fourth question. **Do you think that U-Liang Library is facing any problem?**

SY: Yes!

SL: If yes, what are they?

SY: There is a shortage of manpower, and if no intern goes there, no one will manage the library. Then there is a problem of hygiene, the toilet is dirty and there is a lot of mouse in the library. They will breed in the library and there are a lot of mouse faeces. Then the library next door is a deserted kindergarten, and there will be some unpleasant smells.

SL: So are these the reason caused the children don't like to go library?

SY: They would prefer to be outside instead of inside the library. There is a basketball court outside, and they like to move the table to there when they having colouring contest.

SL: Do you think there are other problems besides hygiene issue?

SY: I think the facilities need to be increased, such as the lights and fans. The weather is hot if didn't open the air conditioner and the fans are not enough.

SL: Besides of increasing the fans and lights, do you think they need a computer?

SY: I don't think they need it; they will only use it to play games. They all have phones; they can use their phone to search for information.

SL: As you had mentioned just now the library problem is facing with shortage of manpower, can further explain more about this issue?

SY: If there is no volunteer, the library will close so it needs more volunteers to work at there.

SL: So why do you think local residents, parents and middle school students are not willing to be volunteers?

SY: I think they are not willing because they will feel burden and they have no time and busy with housework. Middle school students usually take classes in the afternoon, so there is no time.

SL: Based on the problem, how do you think the library is going to deal with these challenges?

SY: I think the library need to organize more activities to let more people know the existence of U-Liang Library, because not many people know that this library exists. If more people know what U-Liang Library is and understand it situation, it helps to increase the number of volunteers to help. Moreover, about the hygiene issue, what I think is if the library can be open every day, the problem will be solved, because the library was always closed, it caused a lot of mouse and cockroach likes to gather and stay in the library. The facilities and financial problem can be solving by raise money or selling items. Before the election, there is a Tronoh Mines parliamentary will regularly donate to the library, but it stopped after the election. So I think that U-Liang Library can ask for the new MPs to donate them.

SL: Then let us proceed to question number five. **What do you think is necessary for a CML to maintain its sustainability?**

SY: Like I said before, CML is necessary to be sustained because it act as a place for the children gather together.

SL: So, what you means is CML is a place for the children to gather together and communicate with each other?

SY: Yes. It was because Tronoh Mines is a remote place, thus the children have nowhere for activities like reading books.

SL: Besides this, can you think what is necessary for the CML to maintain its sustainability?

SY: A CML should be sustain because it can help the children to cultivate the habit of reading and let them aware of the importance of reading.

SL: Okay. Then, **do you think that volunteers play an important role in maintaining the sustainability of CML?**

SY: I think it's important. For example, U-Liang library will closed when there was no volunteers operate so the children cannot visit the library. Thus, the children only can visit to U-Liang Library when there is volunteers operating the library.

SL: What can a volunteers do apart from manage the library?

SY: I think a volunteer can help the children to cultivate the habit of reading. For me, I will help he children to revise their homework.

SL: So, you will play games and read with the children when you volunteer at U-Liang Library?

SY: Yes.

SL: Can you think of other reason that volunteers is such important for a CML to sustain?

SY: Because a CML usually lack of fund in employing librarian so CML will need volunteers to operate the library so they can save their cost.

SL: Okay. Let us continue with question number six, **in your opinion, what is the difference(s) between volunteer in a CML library and other facilities or institutions?**

SY: First of all, the differences between two types of library is the librarian for a public library is being paid while volunteers are not. Next, if someone may work in a public library because of the salary while the volunteers that volunteer themselves may work because of they are willing to help the children or poor.

SL: Is that the worker in a CML and public library have the same job scope?

SY: First and foremost, public library who are strong in financial can hire more work to run the library so the task that disseminate to the worker will be lesser. For a volunteer in a CML, you need to do everything by your own such as clean up the library.

SL: Like you said before, how you think about the differences of the facilities between CML and other institutions?

SY: A public library have more completed facilities compare to CML.

SL: How about the sanitary problem between both of the library?

SY: A public library are usually more neat and tidy than CML because public library have the money to hire the cleaner to help them to clean up the library while CML only depends on the volunteers to clean up the environment. If there is no volunteer, the environment will become dirty.

SL: Okay. Is there another differences between this two types of library?

SY: Yes. The differences is the sources such as the reading materials. For example, public library usually have the most updated version or new reading materials while the reading materials of CML are usually donated by the community. Thus, the variety of reading materials between this two types of library will be lesser.

SL: What is the influence of volunteers on the relationship of the CML with the community?

SY: If there was a volunteers in CML, the children will willing to visit to the library and their parents may feel relieved when they know their children are doing or revising homework at the library. So, they will feel that CML is a benefit for them.

SL: Do you mean that the volunteers will influence the local community to trust them and also the existence of the CML? Do you think this actually will affect the local community in sustaining CML?

SY: Yes. The local community are more willing to sustain CML when they realised that CML are helping their children in academic.

SL: You did mention that U-Liang Library had organised some small activity before, do you think those event had influence the relationship of CML with the local community?

SY: Yes. For example, we will have some cleaning activity and the children will clean up the basketball court with me. This can help the children to cultivate the value of independence and unity. Their parents will be happier when they knew that their children have the ability in completing their task such as sweeping floor.

SL: Oh, so you agree that local community willing to sustain CML because they knew that it will bring benefit to them. Apart from this, **what do you think about the motivation of the peoples to volunteer in a CML? You can share your own volunteer experiences as well.**

SY: Firstly, it is important to have the support from the local community and the parents. If they prevent their children to visit to the library, it will demotivates the volunteers in volunteering a CML. Furthermore, a heart that willing to help is crucial in motivating the peoples to volunteer themselves in a CML. It was because a volunteer is doing it for free, we do not ask for return. Moreover, sense of accomplishment is one of the motivation for the volunteer in volunteering. For example, when I can help the children to solve their problem, I can feel the sense of achievement.

SL: Oh, so sense of accomplishment actually motivate you to volunteer yourself in U-Liang library?

SY: Yes.

SL: Do you have any volunteer experience in library? If yes/no, can you share the reason?

SY: Yes. I'm volunteering because of the recommendation from family member and my friends.

SL: Can you share with us the first day you work at U-Liang library? Do you feel excited?

SY: I'm confused when I reached there for the first day. It was because Tronoh Mines is a remote area and the gate was locked. I do not know where is my workplace I for the first day of my intern. Then the children show me the library and they introduce the whole village to me.

SL: Do you feel satisfied and happy throughout the three months of internship?

SY: Yes. I felt happy and satisfied as I can play and chat with the children at the village.

SL: How about the relationship between you and the parents? Does it improve?

SY: Yes. The parents will come and ask me about the improvement of their children. The parents will ask me did their children finish their homework or did they know how to do their homework. I still remember there was a sibling come back from Vietnam, they know nothing and their parents send them to the library and I will help to revise their lesson. At school, the teacher will not stop the lecture because of one student. So, the children will come to the library and I'll teach them.

SL: Is there any improvement after you help them to revise their homework?

SY: Yes, a little bit. As I will force them to learn and read some words.

SL: What do you think about the factors that influence the willingness of people volunteers in CML?

SY: I think that the environment is one of the factor that will influence the willingness of people volunteers in CML. For example, when I work in U-Liang library, the toilet was being locked or there was no water supplied when I wanted to flush. The environment has demotivate me to volunteer once. Next, the facilities. For example, U-Liang library is quite hot due to the lack of fan.

SL: You mention financial stability is one of the problem of CML before. Do you think that this is one of the factors that will affect the willingness of people volunteers in CML?

SY: I think the willingness of volunteers will be affected due to financial stability of CML.

SL: In your point of view, what motivates people to become a volunteer at U-Liang library?

SY: When a person knew that U-Liang library really need the help of volunteer to run the library, they will try to recommend and recruit other volunteer to run U-Liang library.

SL: We proceed to the last question, what do you think U-Liang library can do to attract more people to volunteer?

SY: Maybe U-Liang library can collaborate with other secondary or tertiary institutions as a co-curriculum. By this, we can attract more secondary student to volunteer themselves as a volunteer in U-Liang library. It can be short term such as weekly and monthly.

SL: You did mention U-Liang library has organised event before, do you think that event can help U-Liang library to recruit volunteers?

SY: Yes, it can attract volunteer. There was lack of volunteers in U-Liang library because only a small group of people knew the existence of U-Liang library. So, through organising event, more people are aware of the existence of U-Liang library and pay attention on the problem of U-Liang library.

SL: Do you think that social media platform suitable in attracting volunteers?

SY: Besides, I think that social media can help to attract and recruit more volunteers. For example, U-Laing library has a Facebook page. So, they can update the new information or post some poster on the page.

Coding

Interviewee: Christina Ong Sook Beng

Themes/Categories	Codes	Phrases
U-Liang Library	Experience	<p>“... member for probably one year plus”</p> <p>“... meeting with the committee member”</p>
Management in U-Liang library	Committee	<p>“... engaging with the people living there”</p> <p>“... mingle with the children”</p> <p>“...get to see their homework”</p> <p>“...sometime for meeting, sometime just like spot-check”</p> <p>“...check the arrangement of the books”</p>
Problems of community-managed library	Priority shifted from the initial aim	<p>“...treat it as a place to do their homework”</p> <p>“...like a place for them to learn and play”</p> <p>“...don't see the important of reading”</p>
	Poor discipline of visitor	<p>“...they don't treat it like a library”</p> <p>“...make lots of noise”</p>
	The quality and quantity of books	<p>“... all very old and then they don't look appealing”</p> <p>“... torn cover page, colour also like not nice”</p>

		“... I did not see any children go to the library just to read book”
	Poor cooperation given	“...don’t seem interested even though we run activities for them” “...cooperation given by the children is not so good” “not showing their support” “...not all are willing to join”
	Limited volunteers	“...there is nobody there” “... difficult to actually run the library, no volunteers the library will be close” “... cannot ensure that the library is someone there, always there”
	Limited manpower	“...don’t have a permanent staff taking care of the library”
	Financial problem	“... we need to save the electricity bill” “...don’t have enough money”
	Limited target audience	“...only targeting the primary school children” “...the secondary school children may feel neglected”
	Poor environment	“... condition of the library is not comfortable”

		“...room with nothing, except some tables, chairs and rack”
Functions/importance of the community-managed library	Main function	“...place for the children to gather there, to actually instil the love for reading” “...a place to do their homework”
	Entertainment	“...place for them to learn and play” “...they can play some board games there ”
	Academic	“...bring their homework to the library to ask” “...children will go there to do their homework” “...doing something related to school work”
	Enhance kids’ intellectual level	“...guided them to do their homework” “...story telling competition”
Ways to sustain the community-managed library	Improve the environment	“... make the library probably more comfortable”
	Promoting on social media	“...tell the benefit of volunteering there”
	Hire permanent staff	“...to open the library and to take care of it to entertain the children” “...there will be a whole different story”
	Internship	“...we also hire interns”

		“...deal with the children and the problem that they faced at school”
	Solve financial issue	“...to do fundraising, through food fair” “...do a bigger scale fundraising targeting community in Kampar or Ipoh or the entire Perak”
	Relationship	“... help of the local community to pass the message to the children” “...the community are part of the committee members” “...local communities to sponsored things”
	Increase suitable reading material	“...suitable for the children, which can make them interested to read”
Reasons for lacking volunteers	Benefit are not obvious	“...sit in a non-air-con room for five hours” “...kids who are not cooperative”
	Lack of incentives	“...because they are not given any incentives”
Personal factors motivation	Fulfil personal intent	“...can kill two birds with one stone” “...help me in fulfilling my annual appraisal”
	Personality	“...help the Chinese community” “...don't want them to be illiterate”

		“...my own ethnicity” “...because I think I need to help these children”
Environmental factors motivation	Exposure	“... get to see their condition”
Ways to increase volunteers	Social media	“...can tell the benefit of volunteering there”

Transcript of Interview

Interviewee: Christina Ong Sook Beng

Interviewer: Chuah Tian Yin

Demographic details of the interviewee:

Gender: Female

Job description:

Email: ongsb@utar.edu.my

Contact number: 013-4740985

Date of Interview: 5th Nov 2019

Location of Interview: UTAR Campus

List of Acronyms: Christina Ong Sook Beng = SB, Chuah Tian Yin = TY

TY: Can you share with us about your experience with U-Liang Library?

SB: OK. I have been a member for probably one year plus. So what I been doing is, of course to have meeting with the committee member which are make up half of them are the local communities, the aunties and uncles staying there, some of them work there open some food stall, some are house wife, some are grandparents. So besides engaging with the people living there, I also get opportunity to mingle with the children. So the children most of them are in primary school because there is only one primary school there. So basically I get to see their homework, what kind of exercises the teachers at school gave them. They will bring their homework to the library to ask when that time we have an intern doing their internship. We

have two; so they call them the 'gorgor' and 'jiejie', so they will actually guided them to do their homework. So when we drop by, maybe sometime for meeting, sometime just like spot-check. So I got the chance to see how our interns actually deal with the children and the problem that they faced at school.

TY: So, What do you think are the functions of this library?

SB: Ok. In my opinion, the library is like a place for the children to gather there, to actually instil the love for reading. But then it's not working because they treat it as a place to do their homework, they don't treat it like a library, where we cannot make noise, we are suppose to be there just to read books or find books that we want to read. They make lots of noise, it doesn't appear like a library, it appears like a place for them to learn and play.

TY: Do you think that it is good to have CML such as U-Liang Library in a community?

SB: Of course it's good, if we put it into full used. It won't be good if they don't really know how to utilize the library properly. To me, I think using the library as a place to do homework and run activities it's not wrong. It just that the priority seem to have shifted from the initial aim to get the children to go there to read, it has become a place for them to do homework.

TY: Failed to meet the objective?

SB: To a certain extent, yes. Probably I can tell you the reason in the next question.

TY: Do you think that U-Liang Library is facing any problem?

SB: I would say yes, there are a lot of problems currently that I think are a bit difficult to handle. Probably after your research you can suggest us how to solve this kind of problem. So firstly is the library, the books there are....I don't know whether it's suitable or not suitable. But the thing is all then books where donated from people. We cannot choose we only want these books, of course I have my own choice of book and those books are expensive and

nobody actually donated those book to us. So the books donated where all very old and then they don't look appealing. If I am a little girl I also don't want to go pick up an old looking book with torn cover page, colour also like not nice. So the resource, the books there are not attractive enough to make to children actually to pick a book and read, so that's the first problem. The second problem would be the children there don't seem interested even though we run activities for them, like story telling competition, they are supposed to choose a story to read and then to tell a story as a competition. It's not so successful I will said, they just don't see the important of reading. And probably the condition of the library is not comfortable, there is an air-con but we don't turn it on all the time because we need to save the electricity bill.

TY: So is it the financial problem is also one of the problems?

SB: I would say yes. Financial issue is the biggest problem that we had facing, because we don't have enough money. If we have enough money, I think I as a committee member will suggest books that they can buy for the library, which are suitable for the children, which can make them interested to read. So that one, and then to make the library probably more comfortable instead of like a room with nothing, except some tables, chairs and rack, full of books something like that.

TY: So for the financial problem, do you have any opinion how to deal with this issue?

SB: One of the efforts that we have done recently is to do fundraising, through food fair. And we were very privilege to have a few local communities to sponsored things like fried chicken and herbal tea. But then because it's a very small scale fundraising in which there are only targeting people from the Tronoh Mines village, so the fund raised won't that much. Probably we can do a bigger scale fundraising targeting community in Kampar or Ipoh or the entire Perak. Probably not doing something like food fair where we get the local communities to

sponsored fried chicken, so it have to be something bigger scale that can attract people, of course we are not as famous as all those organization where they can organize like dinner, one table you pay us 1 thousand and we get some chef to cook some nice food, it's not possible for us, we are not the wealthy people. So I guess that is something that can be done, of course most of the committee members we all have full time job, it's like basically volunteers basis, we have ideas but we don't have time and energy to do those stuff. I really wanted to do a lot of things, but then I have my own commitment, my job and study, they are disturbing me from actually putting my 100% at there. Because I have to put my 100% in my courier and live, so I don't have much energy left for this Community-Managed Library.

TY: So the volunteer is also one of the problems in the library, does it?

SB: Yes, correct. So the number of volunteers, you see we are all committee members because we are willing to be a committees because we thought we can contribute a little, not much. We don't organize activities like all the time, probably three times or two times a year. We had only four to five meetings a year. So thinking of that time of situation, I think I can commit because I don't have to be there like every Saturday or every Sunday. One entire year, I need to only go there ten times or less, which I thought is variables to me. Yah, and then with our job, which require us to do some community project which can kill two birds with one stone. Ok, it's also can help me in fulfilling my annual appraisal because doing community project is also a part of what my job is all about too.

TY: So Miss, **do you think is necessary for a CML to maintain its sustainability?**

SB: Ok, it's really boils down to the commitment of the committee members and the cooperation given by the villagers as well as the kids. Looking at the situation right now, even though the committee members are very enthusiastic, very willing to help, but then the cooperation given by the children is not so good. So probably like what I said just now, they

couldn't see the motive, all the hard work that people like us behind. What they can see is the surface thing like the library, we have books and we can come here to play, can come here to do homework, that's it. So they don't see the purpose and hard work put in setting up this library. So, the cooperation given by them is really important, if they don't cooperate, we will start to lose our motivation, and we will start losing our drive to help them. So I do not know, hopefully not so soon, hopefully the library won't close down.

TY: Do you think that volunteers play an important role in maintaining the sustainability of CML?

SB: Of course! Of course! If we don't have volunteers. I mean we are the volunteers, the committee and then we also hire interns. So without interns, for example like this short semester, there is nobody there.

TY: The library will be close.

SB: Yah! The library will not be open. And then... but it's a good thing also because it's toward the end of the year, its school holiday so the children won't have any homework to do. So basically I also have the mindset where children will go there to do their homework, instead of reading the book, they just go there. At least they are doing something related to school work; they are not there to play. But we also have some board games, just in case they are bored or whatever, they can play some board games there. Without the volunteer is difficult to actually run the library, no volunteers the library will be close, with volunteers or we have activities then we will be open it.

TY: So Miss, do you think the volunteers can educate the children on the benefit of study or cultivate the habit of reading?

SB: I do not know whether it works or not, okay. Because you see the children are also taken care by their own parents, if at home the parents has been telling them okay you better study, you better do homework or else next time you going to be garbage collector. If that doesn't work and I do not know how we as the outsider can drill that into their head. Okay. So unless, I do not know these day are really difficult, I cannot read their minds, I do not really know how to handle them, okay, what I can do is just tell them, yes, it's really important to learn English, to do exercise and to do this and that but then, whether or not they want to do, it's entirely up to them, I cannot be forcing them or grabbing their hands and do the homework for them things like that.

TY: So in your opinion, what is the difference (s) between volunteer in a CML library and other facilities or institutions?

SB: Of course there's lot of difference man, so public library, I guess they have full time staff okay. The volunteers go there on a voluntarily basis okay. So let's say if I have time, then I will drop by okay to maybe check the arrangement of the books and all that because it's my passion to work in a library okay. But this community managed library is really different okay they don't, we don't have a permanent staff taking care of the library. That's the biggest issue actually, if we can afford to hire someone okay one month pay them probably I don't know five six hundred but that's underpaid right to open the library and to take care of it to entertain the children when they come by, there will be a whole different story.

TY: What is the influence of volunteers on the relationship of the CML with the community?

SB: Okay. I just play my part by running some event some activities okay. What I've done was to actually like organise activities and then pass the message to the community okay through the committee members, the community are part of the committee members okay and

they will this auntie and uncle will inform parents and grandparents of the children so even though I've direct contact or I wouldn't say I've a close relationship but someone I know like the children and the children know who we are, we wouldn't be able to get in touch with them like all the time so we need the help of the local community to pass the message to the children.

TY: What do you think about the motivation of the peoples to volunteer in a CML? You can share your own volunteer experiences as well.

SB: Motivation? Initially, I was quite motivated and now as you can see I am not motivated okay. Motivated was because I thought eh look here this is to help the Chinese community this is like a new village. So I as a Chinese should do something to actually help the children of my own ethnicity okay I don't want them to be illiterate okay even though some of them are quite illiterate, they cannot recognise the alphabet, they cannot actually read Bahasa Melayu and then but English they are slightly better. So I feel oh my god this children next time how are they able to go to university, how are they able to secure a good job. So I thought I feel like I should do to play my part do something to make them interested in learning in studying or else I do not know they will become gangster or whatever I do not know. Okay. They like riding motorbikes here and there, playing basketball and all that which are good for health playing basketball but not really good for brain. So, at the beginning I was motivated okay because I think I need to help these children okay but then now I'm not so motivated anymore is because they don't show their cooperation.

TY: They do not appreciate?

SB: Appreciating is another issue. I don't really care whether you appreciate or not what I am doing. But then, at least you show some cooperation when I ask you to I mean we are doing so much of work at the back to organise. Let's say this story telling competition okay you don't even want join okay yes some of you got force by their parents to join. After joining they

were not happy okay they cry, and then on that day itself they didn't want to go up the stage tell the story. So this to me actually did stop me from I mean demotivate me in short. So they are not cooperating, not showing their support and then I am doing so much at the back, I spent hours looking for story looking for videos coming up with some worksheet for them and then they end up like that.

TY: Do you have any volunteer experiences in library? If yes/no, can you share the reasons?

SB: Oh I have. Last year we actually organise an English story telling competition. Of course we did a preparation. It was a three day event. I did a lot of preparation at the back, I choose story, and I recruited UTAR students to be our facilitators to assist in this activity. Of course before they go there and tell the story, and I need to listen to their story telling skill first our UTAR students, the facilitator okay. Then after that of course I downloaded a lot of not to say a lot at least two activities for each story okay then we went there and play with the kids and tell the story and of course they got to choose one story that they like the most so they have to practice. The second day they supposed to practice okay there was where all the problem come. Because the kids was forced to memorise, we keep telling them you don't have to memorise you just need to know the storyline and then tell in your own words but then I mean Chinese children come from Chinese school so their method is to memorise. So at the end I think most of them memorise and then some didn't want to memorise then they just ended up reading the story on the stage. Besides that, what I did at the back was prepare some props for them okay I prepared some mask, something for them to hold instead of just standing there and saying nothing. Of course it will be good if they can come with the costume related to their story but no like one boy actually wore the normal shirt and short pants and some slipper to the competition day but of course most of them, out of 10 maybe six or seven came with the proper

attire not so relevant to the story but at least long pants and covered shoes instead of just slipper.

TY: What do you think about the factors that influence the willingness of people volunteers in CML?

SB: Maybe because they are not given any incentives? So if I want to, If let say I never care about the children, I never really get to see their condition, if you want me to go there and give tuition, I will expect people to pay me some money. Then, I will probably do it every week every Saturday. Okay. If one month you pay me five hundred ringgit, I will go there every Saturday to guide them do homework for 2 hours and come back things like that. I do not know that's the whole world is running based on money right?

TY: What do you think U-Liang library can do to attract more people to volunteer such as promote on social media?

SB: Promoting on social media is one of the ways but then probably you can tell the benefit of volunteering there okay. Now the problem is the benefit are not very obvious. Who wants to volunteer when you have to sit in a non-air-con room for five hours okay and dealing with the kids who are not cooperative most of the time that will drive you crazy? So, I really do not know how to attract people, you can promote okay we can bring... if we want to do like okay a trip there, what is that to show them? Unless the children can do something. They are not that many children and not all children will go to the library. It's just a few of them. There are so many kids actually if I not mistaken, but then not all are willing to join. One more things I don't understand is they are only targeting the primary school children so once they go up to secondary school, oh that's it's. They stay away from the library and we also don't bother to go and ask them to join our activities and all that. Most of the activities that we organise are

targeting primary school children, probably we need to start young. It's just that the secondary school children may feel neglected. Something has to be done.

Coding

Interviewee: Mr Chin Ying Shin

Themes/Categories	Codes	Phrases
U-Liang Library	Experience	"... join as a member of the club Tronoh Mines" "... I have involved with U-Liang library"
Management in U-Liang library	Committee	"... group of people maintaining the library which included UTAR and community there" "... collaborate with PIBG or the local communities"
Problems of community-managed library	The quality and quantity of books	"... it was equipped with the books but the book shelf is still very empty" "... books that is suitable for the kids" "... I did not see any children go to the library just to read book"
	Limited manpower	"... really need the permanent staff as we don't have right now"

	Limited volunteers	<p>“...it need more volunteers”</p> <p>“... serving period is very short”</p> <p>“... cannot ensure that the library is someone there, always there”</p>
	Financial problem	<p>“... we cannot fully depend on this fund”</p> <p>“... library is not working but the bill still we need someone to pay for it”</p>
	Poor environment	<p>“... it was so dirty and no one clean up”</p>
	Limited space	<p>“... the library is very small”</p>
	Lack of awareness	<p>“... feel that they are being ignored or isolated in the new village”</p> <p>“... some of the local community asked me where is the library”</p>
Functions/importance of the community-managed library	Main function	<p>“... serve the community, especially the children”</p> <p>“... need to serve mostly at small age children not more than 12 years old”</p>
	Entertainment	<p>“... they play games there”</p> <p>“... children can find fun, entertainment”</p>
	Academic	<p>“... at the same time, studying”</p> <p>“... kids will go to complete the homework”</p>

	Enhance kids' intellectual level	<p>"... children need the tuition for English, Mathematics"</p> <p>"... teaching the kid to do homework"</p>
Ways to sustain the community-managed library	Organized activities	<p>"... doing tuition or activities for the kids"</p> <p>"... they need someone to organise some event"</p>
	Improve the environment	"... constantly help to clean it"
	Social media	"...make use of the social media to increase the exposure of the library"
	Donations	<p>"... we really welcome people to donate books"</p> <p>"... ask peoplr to donate their second hand book to the library"</p>
	Relationship	<p>"... we can keep the relationship, connection with the local community, we will know their problem and needs"</p> <p>"... discuss about the opinion from the parents and to know what the children needs"</p> <p>"... have a long term collaboration from the outsider and community"</p> <p>"... we get help and assistant from the local</p>

		community and this is why we can sustain until today”
	Reliable	“... the local community will have the trust” “...gain the trust from local community” “... they feel they can rely on the library”
Reasons for lacking volunteers	Lack of incentives	“... we are not being paid”
	Transportation	“... do not have own transport”
	Geographical areas	“... most of the community managed library is quite far for outsider” “... the areas is a rural areas”
	Time	“... if the person have more time then they might be more willing to volunteer” “... if they busy every day them they will be very hard to volunteer”
	Expertise	“... the community might need something that the volunteers can’t do it” “... see their role as something beneficial to the community” “... don’t see the contribution is meaningful”
Personal factors motivation	Personality	“... if the person like kids, love to be together with the

		<p>kids, love teaching or love to contribute”</p> <p>“... we feel we need to contributing something to the society”</p> <p>“... feel satisfaction and have a sense of achievement”</p>
	Seeking for changes	<p>“... see the changes in their kids”</p> <p>“... they really want their children to be good”</p>
Environmental factors motivation	Peer influences	<p>“... My colleague brought me there and have a look of the library”</p> <p>“... if ask me to join alone or maintain the club by myself it is very difficult”</p> <p>“... I was being brought to the library by my colleague and after that I join it”</p>
Ways to increase volunteers	Exposure	<p>“... other people must first be aware of the existence of the library”</p> <p>“... not to say popularize but at least make sure the volunteer know about the library and then the function”</p>
	Contribution	<p>“... what have been done by the library in the past, what benefited to the kids”</p>

		“... how much has this organization contributed to the society”
	Social media	“... I think free, FOC channel is social media, play a role to attract people”
	Fundraising	“... introduce them about raising fund for one library in a place call Tronoh Mines new village” “... indirectly let more people know about the existence of the library”

Transcript of Interview

Interviewee: Mr Chin Ying Shin

Interviewer: Chuah Ee Xin, Moo Shiao Lim, Tay Yi Jing

Demographic details of the interviewee:

Gender: Male

Job description: Lecturer

Email: chinys@utar.edu.com

Contact number: 016-8061500

Date of Interview: 8 Nov 2019

Location of Interview: Office room

List of Acronyms: Mr Chin Ying Shin=C Chuah Ee Xin=E

E: Can you share with us about your experience with U-Liang Library?

C: Sure, I was informed that there was a library in Tronoh Mines 2 years ago when I first join UTAR. My colleague brought me there and have a look of the library. To my experience is I

join as a member of the club Tronoh Mines, we have done some activities with the kids and fundraising activity. These are the activities that I have involved with U-Liang library.

E: What do you think are the functions of this library?

C: The real function of the library is to serve the community, especially the children. You know em, there is a school nearby, so after the school hours, the kids will go to the library to complete the homework. I did not see any children go to the library just to read book but at least they bring their homework to the library and do at there. And then they play games there. I think em this is one of the places in the new village where the children can find fun, entertainment and at the same time, studying. I think this is em, the kids really need the library.

E: So do you means the function of library is mostly in serving the children?

C: Yes, serving the children' needs. In term of the entertainment and academic.

E: Do you have any idea about other function of this library?

C: If beside the main function, because there is a group of people maintaining the library which included UTAR and community there. So in collaborating with the, maybe with the PIBG or the local communities, it is the way where we can keep the relationship, connection with the local community, we will know their problem and needs. We can find a way, maybe doing tuition or activities for the kids, indirectly we can build the relationship with the community. They will not feel that they are being ignored or isolated in the new village.

E: Next, I would like to ask do you think it is good to have CML such as U-Liang Library in a community?

C: Yes, as I have mentioned in the previous question.

E: Ohh okay, so you means that is good because it can serve the children needs right.

C: Yes.

E: Next, **do you think that the library is facing any problem?**

C: Yes. Em.. the first is we really need the permanent staff as we don't have right now. As my past experiences, as I know, there were two interns serving the library and the kids for about 3months. The serving period is very short and we cannot ensure that the library is someone there, always there, you know what last two months when I was with the kids doing the fundraising activity, and then some of the local community asked me where is the library, and I told them they can send their children to the library to complete their homework. They thought the library will be operating everyday. I think you know the intern right.

E: Yaya.

C: So when she completed the internship there is no one there anymore.

E: Yes and the library is closed.

C: Ya so we can't ensure that the sustainability of the library, this is the problem. The second thing is I think the financial problem. At first we have some fund from other people, but we cannot fully depend on this fund. So few month ago we have the fundraising again. Even though the library is not working but the bill still we need someone to pay for it. And then the facilities and the maintenance.

E: Facilities? Do you means the resources or book in library is not enough?

C: Ya, the book. Actually it was equipped with the books but the book shelf is still very empty. And we really welcome people to donate books especially the books that is suitable for the kids. And then because I'm not sure in before there was how long no one went to the library,

it was so dirty and no one clean up. It will be better if we have volunteers to constantly help to clean it.

E: So for all the problems, **what do you think how the library is going to deal with it?**

C: For the book problem, we need to always ask people to donate their secondhand book to the library.

E: How about the problem of lacking permanent staff in library?

C: Apart from the interns, yes, it need more volunteers. And if possible, the local community. So if the local community can be the volunteer it will be good as they do not have problem such as distance, because they no need to travel far, they just need to spend few hours there. Just to make sure their kids there to study, and help to clean the library and so forth.

E: **What do you think is necessary for a CML to maintain its sustainability?**

C: Em, what is necessary, actually the needs of the children we still need to get some input from the children through their parents. So we have this club to discuss, we can discuss about the opinion from the parents and to know what the children needs. Maybe the children need the tuition for English, Mathematics or maybe the children just wasting their time everyday so maybe they need someone to organise some event. So we can actually plan for that. But first we need to know the needs of the children. And of course the another thing which is necessary is the we need to have a long term collaboration from outsider and the local community. Without this planning in the long run, we might just plan for one or two event for the kid and that's it. And no one to keep it as a long term plan for the kids.

E: Do you think that volunteers play an important role in maintaining the sustainability of CML?

C: Yes as I said the library is facing financial problem, it will be best if we have volunteer to come and serve.

E: So you means that if there is no volunteers so the library will might be difficult to sustain right?

C: Yaya, it will be very challenging.

E: In your opinion, what is the differences between volunteer in a CML library and other facilities or institutions?

C: For other institution maybe referring to the school or college, they might need more volunteers compare to a library because this library is very small and do not need much volunteers. And other point is the geographical, most of the community managed library is quite far for outsider. And for volunteering in the library, the volunteer need to serve mostly at small age children not more than 12 years old, but for other institution might be serving different age group people.

E: Perhaps you may tell more by referring to your own experience in this two field?

C: It is hard for me to compare as both are with different objectives.

E: Oh, is okay. Next, what do you think about the influence of volunteers on the relationship of the CML with the community?

C: Ya if we have volunteers to be the librarian and prepare all these activities and teaching the kid to do homework, I think the local community will have the trust, at least the CML can gain the trust from local community. And they feel that they can rely on the library.

E: What do you think about the motivation of the people to volunteer in a CML? You can share your own experience as well.

C: Okay. As volunteers, we are not being paid and we are working adult that earning money, sometimes, I think for most of the people, we feel we need to contributing something to the society without hopping anything in return especially when you are serving those who are in need, in need of something that you can offer and you just need to sacrifice some time. You don't have to pay but you make them happy, I'm sure whoever in this position they will feel satisfaction and have a sense of achievement.

E: Are you joining this library with your friends or colleague?

C: Yes, I was being brought to the library by my colleague and after that I join it.

E: So can we consider peer influence as one of your motivation too?

C: Yes. To be honest, if ask me to join alone or maintain the club by myself it is very difficult. Because of we have peer, a group of club and then we get the help and assistant from the local community and this is why we can sustain until today.

E: What do you think the factor that influences the willingness of people volunteer in CML?

C: Okay the first is the transport, if you want to be a volunteer but you do not have own transport and then the area is a rural area so that might be one of the factor that volunteer need to consider. And second is as the volunteer whether they see their role as something beneficial to the community, because some times when you volunteers but you don't see the contribution is meaningful. Because the community might need something that the volunteers can't do it. For example, the children need the volunteer to teach them English but volunteers do not have skill in that.

E: So it means if the person feel like they do not have the expertise in that area they will not willing to volunteer themselves?

C: Ya it need to depends on the needs. And for other factor is the time, if the person have more time then they might be more willing to volunteer themselves. And if they busy every day then they will be very hard to volunteer.

E: In your point of view, what motivate people to become a volunteer at U-Liang library?

C: One of the motivation is, it could be one's personality, if the person like kids, love to be together with the kids, love teaching or love to contribute, with this kind of personality, definitely motivate them to be a volunteer. And second is for the local community, when they see the changes in their kids, for example, the kids really finish all the homework in the library, they will more motivated to volunteer in the library because they can see the library really helps. And most of the local community in that area is old age people, and they have more extra time and they really want their children to be good.

E: Okay, and we will proceed to the last question. **What do you think the U-Liang library can do to attract more people to volunteer?**

C: When we talk about to attract someone, other people must first be aware of the existence of the library. I am not sure how many out there they are know about this library so first, not to say popularize but at least make sure the volunteer know about the library and then the function. And then the second thing is about what have been done in the library at the past, what benefited to the kids, so for example, if I want to volunteer for any organization, I will see in the past how much is the contribution has this organization contributed to the society. So I think free, FOC channel is social media, play a role to attract people. And other thing is not only doing fundraising activity in the local community, maybe to raise fund in the new

town area. So people might asking you are raising fund for what, and then can introduce them about raising fund for one library in a place call Tronoh Mines new village and how many population there etc. It is an indirect way where you can introduce people about this library.

E: Yes so maybe during the fundraising process at other area, we can also tell about the problem of the library and ask whether they can help to be a volunteer or not.

C: Yes, there was once I told the parent when we were doing the fund raising, even the local community they do not know the library because it is not so obvious. So by doing the fundraising, it indirectly let more people know about the existence of the library and hence we can try to attract the volunteer through this activity.

E: Okay, thank you Sir for the interview.

Coding

Interviewee: Mr Chan

Themes/Categories	Codes	Phrases
U-Liang Library	Aware of the existence	“...the students from UTAR come over to do some activities at this library” “...many activities conducted here such as recycle activity”
Problems of community-managed library	Limited volunteers	“...we lacking of volunteer or tuition teacher to teach the children here” “...main problem is lacking someone to have tuition with kids”
Functions/importance of the community-managed library	Improve education	“...it is a good thing as improving the education here” “...the library can educate the children here and bring improvement in their academic”
	Cultivate reading habits	“...improving the reading habit of children in this village”
	Avoid wasting resources	“...since the library is build, so we must utilize it and do not waste it” “...this library is being build by passionate volunteers, we should not waste it hence we need to sustain it”

Functions/importance of volunteers in library	Teaching or guiding the children	“...volunteer is very important, it is best if student from UTAR come over to teach the children” “...if no one teach the children they will just come and go, without learning anything.”
	Gain trust from parents	“...the relationship of the library with the parents here is depending much on the volunteer, see got volunteer come and teach or not.”
Ways to sustain the community-managed library	Seeking help from government sector or private sector	“...I think if the government sector or private sector can help to promote our village or this library to let more people know then it will be good”
	Organize events for exposure	“...do some activities then more people will know about the existence of this library”
Personal factors motivation	Free time	“...because I have some free time too”
	Educational background	“...volunteer in library need some education background then only able to teach the children here” “...if without any knowledge, it is very hard to do volunteer at library”

	Passionate personality	"...is their own passionate on helping people"
	Kind personality	"...I think it is because the kind hearted as I feel like helping"
Environmental factors motivation	Allowance	"...it will be good if there is some petrol allowance for the volunteers"
	Benefit villagers	"...it would able to help the villager here and the children"
	Family influences	"...their children is the motivation for them to do volunteer in library"
Ways to increase volunteers	Compulsory project for student	"...need to always have students such as UTAR student to come over here and do project" "...when there is project from the university, then the student will come and volunteer"
	Instil the needs of the library to public	"...if the volunteer know the situation here and the needs of children then they might more willing to volunteer"
	Seeking help from nearer university	"...the best thing is there is volunteer such as student from UTAR to come over here and have tuition with the kids after their school hour"

Transcript of Interview

Interviewee: Mr Chan

Interviewer: Chuah Ee Xin, Lim Kean Boon

Demographic details of the interviewee:

Gender: Male

Job description: Chairperson of Club Tronoh Mines

Email: -

Contact number:

Date of Interview: 9 Nov 2019

Location of Interview: U-Liang Library, Tronoh Mines

List of Acronyms: Mr Chan=C Lim Kean Boon=L

L: Can you share with us about your experience with U-Liang Library?

C: Last time Dato Lee have donated RM20k to build the library, and the students from UTAR come over to do some activities at this library. There are many activities conducted such as recycle activity.

L: How is the starting of building this library?

C: Last times the students approached the chief village and discuss about this, they all agree to set up the library.

L: All the parents here are agree too?

C: Some yes, some of them agree to set up the library.

L: What do you think are the functions of this library?

C: The function of this library is mainly on improving the reading habit of children in this village.

L: **Do you think it is good to have CML such as U-Liang Library in a community?**

C: Yes, it is a good thing as improving the education here.

L: Next, **do you think that the library is facing any problem?**

C: As our village is very small, we lacking of volunteer or tuition teacher to teach the children here. So when after school hour, the children do not study at all and just play around. The best thing is there is volunteer such as student from UTAR to come over here and have tuition with the kids after their school hour. As there is really no teacher want to teach tuition at here, even have, the price is also very high which most of the family here cannot afford.

L: Except the volunteers problem, do you think library is facing any other problem?

C: Emm.. the financial here still okay as the expenses of library in every month is still not that many. The main problem is lacking someone to have tuition with kids. If there is someone to teach the children, there will be many children come over the library after school hour.

L: As you mentioned, for the volunteers problem, students from University can come over to have tuition with the children, **what do you think how the library is going to deal with it with another way?**

C: As for now, I do not have more idea about this because the teacher in this village also do not have much time to do volunteer at library in teaching the children. So the children here just play around everyday.

L: **What do you think is necessary for a CML to maintain its sustainability?**

C: Since the library is build, so we must utilize it and do not waste it. As this library is being build by passionate volunteers, we should not waste it hence we need to sustain it. Another

thing is because the library can educate the children here and bring improvement in their academic.

L: But the thing is there is volunteer to teach them right.

C: Yes, volunteer is very important, it is best if student from UTAR come over to teach the children.

L: So do you think the **volunteers is important in sustaining the library?**

C: Yes if no one teach the children they will just come and go, without learning anything.

L: **In your opinion, what is the differences between volunteer in a CML library and other facilities or institutions?**

C: I think volunteer in library need some education background then only able to teach the children here, if without any knowledge, it is very hard to do volunteer at library, while for other might no need the education background.

L: Next, **what do you think about the influence of volunteers on the relationship of the CML with the community?**

C: Ya it influenced the trust from the parents. If the library can teach the children, then parents will more trust on the library and send their children to the library. But if there is no volunteer to teach the children, children just go there and play then parent might not send their children to the library anymore. So the relationship of the library with the parents here is depending much on the volunteer, see got volunteer come and teach or not.

L: **What do you think about the motivation of the people to volunteer in a CML? You can share your own experience as well.**

C: First thing is their own passionate on helping people, or some allowance for them.

L: Do you think transport is one of the problem for volunteer as here is too far?

C: Yes so it will be good if there is some petrol allowance for the volunteers.

L: Can you share with us the reason you join Club Tronoh Mines as a volunteer?

C: This is because Ms Diong suggested and recommended me to do as the previous one do not want to continue already.

L: Beside this reason, can you share with us other reason why you willing to hold this position for few years?

C: I think it is because the kind hearted as I feel like helping. I hope it would able to help the villager here and the children. Next is because I have some free time too.

E: What do you think the factor that influences the willingness of people volunteer in CML?

C: It might be because they know the need of the children here, if the volunteer know the situation here and the needs of children then they might more willing to volunteer.

L: But actually many people do not know about the existence of this library.

C: Yaya many people do not know about here, so I think if the government sector or private sector can help to promote our village or this library to let more people know then it will be good.

L: If the private sector sponsor or do some event here, then it might let more people know about here right?

C: Yaya then it also can help to increase the volunteer.

E: In your point of view, what motivate people to become a volunteer at U-Liang library?

C: For other, I do not know what can motivate them but for the parents here, I think their children is the motivation for them to do volunteer in library. This is because what they do can indirectly help their children. So the relationship might be one of the motivation.

E: Okay, and we will proceed to the last question. **What do you think the U-Liang library can do to attract more people to volunteer?**

C: If the library is collaborating with big company and do some activities then more people will know about the existence of this library. When more people know then it can help to attract more people to volunteer. Next if the library is expanded or beautify then also might attract volunteer. But we rely most on students from University to promote the library as the villager here cannot do much.

L: Do you think any other thing could attract more people to volunteer?

C: We need to always have students such as UTAR student to come over here and do project. When there is project from the university, then the student will come and volunteer. So the university can always have this kind of project to let the student serve the community.

L: Okay, thank you Mr Chan.

Coding

Interviewee: Dr Cheah Phaik Kin

Themes/Categories	Codes	Phrases
U-Liang Library	Aware of the existence	“... U-Liang library started many years ago” “... it was back in 2014” “... Dato’ Lee actually built the library for them lah”

		“... the registration fee was used to fund the library”
Management in U-Liang Library	Committee	“... I was assigned to teach this PR campaign course.” “... we had to set up a committee to run the library”
Problems of community-managed library	Limited volunteers	“Sustainability is always a problem because if we rely on volunteers, the nature of our business is that students come and go.” “They will graduate...”
	Financial problem	“We don’t charge or anything.” “... we don’t know people will donate to us or not.”
	Limited manpower	“The old people don’t have enough stamina to do it for long hours... ”
	Sustainability of community-managed library	“The two issues that we always have is sustaining the volunteers and sustaining the library.”
Expected challenges in future	Change of village chief	“... a change of the village chief would be an issue” “... if another village chief thinks oh this is not a good idea then it is another risk.”

	Change of vision of a village chief	“If the village chief got a different idea or a different vision for the village, then it would be slightly risky.”
	Change of principal or teachers of the school	“... if the school teachers or the principal change, and they say no we don't have the manpower”
	Lesser need of community-managed library by local community	“... if they want to close it, I mean if they don't need it one day, why not?” “... when one day the residents no longer need the library”
	Elevated expectation of local community	“... then we face new challenges already, because once you get extra funding the expectation goes up.”
Functions/importance of the community-managed library	Improve education	“This is the place for them to socialize, to gather, to learn.”
	Cultivate reading habits	“... to encourage them to read”
	Encourage the state of being responsible	“...to do their homework.”
	Spend free time in a healthy manner	“... that will give the children a place to go to”

		“The library was intended to serve as place for students to spend time.”
	Promote university community engagement	“... a good platform, a good place for the university students and the university to engage with the community lah.” “... We cannot function as a university without being in touch with the community”
	Expose university students volunteers to new culture	“... it will expose students to this kind of setup, this kind of new village type of living.”
	Provide a platform for university students to learn	“We have many students who did their coursework there...” “Because students can, like you, use it as a case study or students can have the opportunity to volunteer there.”
Functions/importance of volunteers in library	Enrich diversity of expertise	“...expertise of how to conduct educational programs for the children there.”
	Improve the library and the students’ qualities	“They will also give you some feedback because they know what the students need.”

		“... they know some of them have social problems, some have family problems.”
Ways to sustain the community-managed library	Commitment of the committees of the library	“...it should be the committees who do the work and to address this issue.” “the committees need to manage this.”
	Premature preparation for future threat	“And then we start to make arrangements lah, how to attract the students to come to the library, how to get people to donate. ” “... we have already manage this from the beginning”
	Fund-raising	“We did some fund raising, we need money.”
	Seek help from private sector	“... we have lots of donations from the community.”
	Hire staff to manage the library	“... they can also consider to hire somebody full time”
Reasons for lacking of volunteers	Time	“... their days are quite occupied”
	Age	“... The old people don't have enough stamina to do it for long hours or they have to take care of

		<p>their grandchildren or some hours they have do this and that”</p> <p>“... it is quite difficult and then some of them are very old or they are too young”</p>
Personal factors motivation	Free time	<p>“It is a commitment of time.”</p> <p>“Some of the volunteers are just the villagers who have free time...”</p>
	Educational background	<p>“...this library requires somebody who is very familiar with the issues that we face in education”</p>
	Expertise	<p>“Maybe you know to categorize books in the library or you know how to operate the library.”</p>
	Familiar with the local community	<p>“Some knowledge with the rural communities will help”</p> <p>“These are the local situations that even volunteers from UTAR wouldn’t know because we are not from the community.”</p>
	Passionate personality	<p>“They must have some interest in it.”</p>

	Kind personality	“...and very kind to come to the meetings.”
	Participate more in decision making	“... he wants to contribute more to the village to get more input to participate in decision making”
Environmental factors motivation	Allowance	“...we do give them some but very small allowance”
	University community engagement	“... for part of university, basically it is to bridge between the university and the library.”
	Benefit villagers	“... one it can help the villagers”
	Family influences	“...some are because their children use the library so they don't mind to be in the library”
Ways to increase volunteers	Provide incentives	“...we gave them a small token of appreciation”
	Commitment from the committees of the library	“So if even the committees don't volunteer, then it won't move.”

Interviewee: Dr Cheah Phaik Kin

Interviewer: Chuah Ee Xin, Lim Kean Boon

Demographic details of the interviewee:

Gender: Female

Job description: Assistant Professor

Email: cheahpk@utar.edu.my

Contact number:

Date of Interview: 4 November 2019

Location of Interview: Universiti Tunku Abdul Rahman Dr Cheah's office

List of Acronyms: Dr Cheah Phaik Kin = C, Lim Kean Boon = L

L: Can you share with us about your experience with U-Liang Library?

C: Hmm, the U-Liang library started many years ago. I think it was back in 2014, when the students raise fund to the PR campaign err to set up this library. So the students like you, you all PR students had this project. So, I was assigned to teach this PR campaign course. And hmm the students were asked to approach. I have asked the students to approach a new village to see what kind of project or what kind of assistance that they need under our.. Because our campaign theme was volunteerism. That was the second volunteerism project held by the PR students. So the students went to look, to meet the village, head chief to ask them what they need in their village. They said er they a lot of people who are young people leave the village. So, all, most of the people now there are either very old or very young. Like school going children, like even secondary school students, after secondary school they will move away. They are either very old or very young. So, they want some events to be done in the village. And they said if possible, you can also set up a library because that will give the children a place to go to, and to encourage them to read, and to do their homework. So, this was the start of the projects. So, these students, what they did were they organized a run, a country run in a library. Because that was what they wanted, they wanted people to come to their village, they wanted the village to have some events. So, this run, the students also collected registration fees, and the registration fee was used to fund the library and of course that event lah. And

with the run, at that time, YB Dato' Lee Chee Leong was our Kampar member of parliament. He pledged to say if you have at least 500 participants, I will pledge a library for you. The students actually managed to get about 800 participants at that time, including UTAR students lah. And people from Kampar and people from the village and the villages nearby. So Dato' Lee actually built the library for them lah. So with the funds that we have raised and also the sponsors that we got, they also furnished the library and got the books from donations and all that lah. Since then the students built the library, the physical part was there. They went for internships. So we had to set up a committee to run the library because the students will eventually graduate. So who is going to run the library? Together with Miss Diong, I from my students project. Miss Diong that time just joined UTAR. So I asked Miss Diong whether she wanted to join the project. So I went for the meeting and Miss Diong came with me lah. And we had a meeting with the village chief and the people in the JKK, the village committee which the village chief is the chair of the committee. This committee is under the federal government. Some of the committee members have their children. I also suggested that we invite the school headmaster at that time and the headmaster also came. So during this meeting, we decided to set up this committee with the headmaster as the chair because the library has to do with education. Everybody also agreed that somebody that are educational experts should lead the committee. Then we set up the committee, Miss Diong and I are part of the committee members as well. And then we start to make arrangements lah, how to attract the students to come to the library, how to get people to donate. We did some fund raising, we need money you see. How to pay for electricity, what we need like air cond and things like that. So coming to your topic, this library is also a good platform, a good place for the university students and the university to engage with the community lah. University community engagement is very important because the university does not exist in isolation. We cannot function as a university without being in touch with the community, we are not in touch with the industry because

eventually you are all going to graduate and work in the industry. You are all part of the community and UTAR comes to Kampar and we have to blend in the community. We come into somebody's house. A community, become part of the community. That means we have to assimilate, we have to become part of the community now like UTAR students stay in Kampar. They are also in the community already, although for a short time. But the university as an institution, is part of Kampar for a long time. So, how do we engage with the community so that we can contribute to the community and the community also benefits from us being here? And we are in a way part of them as well, not just isolation. That means we are not separated from them. So university engagement is something very important and more so for us because UTAR is a public funded university. We are non-profit, we don't have shareholders but where does our money come from? Besides students, we have lots of donations from the community. So we are very unique university and we are not for profit. Who owns the university? The people, the community, so we are the community now. So we have to have programs to engage with the community which are basically the owners of the university. So that is more important for us as a university.

L: Other than what Dr Cheah has mentioned about the functions of the library like internship, like engage with the community and also provide a platform the students to study and to learn, **what do you think are the other functions of this library?**

C: The library was intended to serve as place for students to spend time. You know, usually in the village they have really nothing much to do except to spend time at home after school. They have nowhere to go basically they don't have transports. Their parents are not around. There are only old folks and most of them work in farm. This is the place for them to socialize, to gather, to learn. So it is a healthy place for them to be after school hour. So it is the function

of the library is mainly for this. That was the initial I told you before. The village chief wanted a place for the village, the students and the children to come. It is a healthy environment, that was what he wanted. So that they spend their time in the village in a beneficial way. So of course being as an educational institution, we want to contribute in some way.

L: Do you think it is good to have CML such as U-Liang Library in a community?

C: The issue that we have is always sustainability as with any projects that are community based. Sustainability is always a problem because if we rely on volunteers, the nature of our business is that students come and go. They will graduate and we have new students. And the financial support is also another way, money making. We don't charge or anything. The two issues that we always have is sustaining the volunteers and sustaining the library. So if you say it is good or not, as long as it benefits the community, it benefits the student volunteers. That is secondary. Our priority is to benefit the students and the children in the library actually. In fact, they can run the library without us, without UTAR. Because the library is built for them and our participation in the library is just as supporters and contributors. Even without us, they should be able to manage it by themselves.

L: Dr Cheah, you have mentioned that actually sustainability of the volunteers and the sustainability of community-managed library such as U-Liang library is a problem in current situation. **Do you think that the library is facing any other problem?**

C: It is an issue, not a problem. It means we must always manage this problem, it is a matter. It may not be a problem. We may have enough money, we may have enough volunteers, so it is not a problem. It is always something that, what about next year, what about the five years

from now. We don't know we have money or not, we don't know people will donate to us or not. We don't know whether the fund raising will be successful. So it is always an issue, not a problem. We have never had a problem, I think, for all this while. Money is never a problem, we always have somehow funds coming in, we have enough people donating. As long as I was there, it was a never problem.

L: Dr Cheah, like what you have mentioned, it is never a problem to get the financial funding for this library. Then, **do you think what has actually been done to avoid these problems?**

C: Because the setup is such that we already know that this is something that we have to manage. So we have already manage this from the beginning so that it would not become a problem.

L: Other than the issues such as volunteers, because as what we know right now, U-Liang library has been closed currently due to there is no volunteers or anyone to manage this library. So, it is actually being forced to close. Do you think that this is actually a problem for U-Liang library right now?

C: I don't know, you have to ask the committee.

L: According to them, it is a problem. The community members in that area are not willing to volunteer themselves, let alone these students from UTAR.

C: Oh okay... So then, they have to work out, you see. So this is always an issue, the problem can be solved for some time, after a while it becomes an issue again if there are no volunteers.

This is the issue that you have to deal with all the organizations. Usually in organizations like that, they can also consider to hire somebody full time. This is what they do lah. Like NGO, they also hire people to work but that one depends on whether they have enough funds or whether they have... There are a lot of issues... If you hire somebody there, then nobody comes to use the library also, ah cannot you see. The committees have to see whether this is necessary or not.

L: Apart from the sustainability of the volunteers and the library, **what kind of challenge do you expect to have in the future?**

C: Specifically in this case, a change of the village chief would be an issue. If the village chief got a different idea or a different vision for the village, then it would be slightly. Because this idea came from one village chief, so if another village chief thinks oh this is not a good idea then it is another risk. I don't know but this is what I can predict lah. Or if the funds run out, because it is... Sometimes we also work with the school because basically the population of the village is very small so we depend on the school to also, partially lah, to work with us. So if the school teachers or the principal change, and they say no we don't have the manpower or we don't have the time or we don't want to commit or we can't commit. So these are the changes in the landscape that we cannot predict, so the committee in the library has to see. When the problem comes, you have to deal with it. Because if it's, the whole committee of volunteers what. So always when it comes to volunteers, there are always gonna be changes and this is the thing that we have to deal with lah. The new leaders will have the new ideas and new visions and new ways of doing things. Because the library is run by the community, it is up to them on how they want to do it. Or if they want to close it, I mean if they don't need it one day, why not?

L: So Dr Cheah, I move on to next question which is **why do you think is necessary for a CML to maintain its sustainability?**

C: It depends on the needs of the people. The library serves the needs of the villagers there or the residents. So when one day the residents no longer need the library, then...

L: **Do you think that volunteers play an important role in maintaining the sustainability of CML?**

C: In this model, yes. Because it is set up by volunteers and run and operated by volunteers. In this model yes, volunteers are very important.

L: **In your opinion, what is the difference (s) between volunteer in a CML library and other facilities or institutions?**

C: There are many types of volunteers, you know. You wanna compare, it is very difficult to compare. So basically when people volunteer, the main motivation for people is to commit lah. It is a commitment of time. So the person who is volunteering must have some resources. Resources mean you must have time or you can volunteer or you can contribute in other way. You have some expertise. Maybe you know to categorize books in the library or you know how to operate the library. Or expertise of how to conduct educational programs for the children there. So these are the important elements. If you wanna compare with different types of volunteering, this library requires somebody who is very familiar with the issues that we face in education. Because this is what the students in the village need. The only school in the

village is the Chinese school so usually they have a weakness in BM and English. So this is the difference that you are asking me about the difference in volunteering. So if it's somebody volunteering in ISPCA, dealing with animals, then the expertise you need is different. But in this case, the expertise you need must be something that is related to education. Must be related to rural communities. Some knowledge with the rural communities will help. They are isolated in many ways. Some of them are not poor but they are isolated. They don't have enough access. They want to take tuition but it is far from them. Nobody can fetch them. There's no bus, things like that. So access is a problem. Somebody who is very familiar with this kind of environment would help. Because I am exposed to this project, so I know what kind of problems they have and the primary school is very small and by the way the primary school did very well in the exam. They got some new funding because the students scored very well in the exam. The school got elevated to Sekolah Cemerlang now. They got funding so they can upgrade their school. And then we face new challenges already, because once you get extra funding the expectation goes up. You are expected to do this. Now you have all these equipment and all these teachers. So the expectations of the Ministry of Education also got up.

L: Dr Cheah, **what is the influence of volunteers on the relationship of the CML with the community?**

C: The volunteers will bring about their own expertise and experiences. Actually it is very good to have volunteers from diverse background. Just to give you an example, we have volunteers from lecturers and students in the area of psychology, language and education and PR of course. Each of this volunteer bring about their own experiences, their own expertise, this will enrich the diversity of the library. Some of the volunteers are from the villages. Some villagers are housewives, some have grandchildren or children who are studying at that school.

They will also give you some feedback because they know what the students need. Some of the volunteers are teachers, they will also give you their expertise. Some of the volunteers are just the villagers who have free time and very kind to come to the meetings. They also have their contributions to me. The group of volunteers that they have are very important because it does depend on the volunteers' expertise. The volunteers experiences. The teachers in the school usually give us very good input. Sometimes we have some problem with one or two children. The teachers will know the parents and we can do some outreach to these children. These are the local situations that even volunteers from UTAR wouldn't know because we are not from the community. We don't live there. But teachers, they face the students every day, they face their families, so they know some of them have social problems, some have family problems. The personal problems that sometimes the teacher would know through counselling. And they know how to help them. So I believe each volunteer will bring about benefits surely. Whatever experience or expertise the volunteer has will surely benefit the community.

L: Then Dr Cheah, **What do you think about the motivation of the people to volunteer in a CML? You can share your own volunteer experiences as well.**

C: Everybody has different motivations. We haven't been able to know their motivations unless we ask them. Some are quite clear, some are because their children use the library so they don't mind to be in the library. For the village chief, he is volunteering to the library because he wants to contribute more to the village to get more input to participate in decision making. For us, for part of university, basically it is to bridge between the university and the library. I'm no longer from the committee. I thought if I play a part in the committee, one it can help the villagers, two it will also help the university. Because students can, like you, use it as a case study or students can have the opportunity to volunteer there. Students can have

the opportunity to do their coursework there. We have many students who did their coursework like students from psychology, English students, PR students doing projects there as part of their coursework. So it will expose students to this kind of setup, this kind of new village type of living. Some of them are from the big cities, they never been to a new village before or seen such a small school before. So it is a good exposure to them, it also exposes them to new culture. It is a new cultural shock to go into the village. To me, it is a very good exposure. It helps the students to see beyond what they usually see, to think there are actually people who live very differently from them. And people who can live without Wi-Fi for more than 24 hours and don't have a problem when they cannot.

L: Do you have any volunteer experiences in library? If yes/no, can you share the reasons?

C: Not in a library, I don't have any volunteer experiences. It never occurred to me to volunteer in a library because it is not in my area of expertise. I only got into this position because of the PR students volunteerism campaign. Not because I'm an expert in the library. But I was a librarian in secondary school, so that was my only experience for a few years in secondary school. I learnt some manual cataloging, very simple. Manage the daily operations like that.

L: What do you think about the factors that influence the willingness of people volunteers in CML?

C: They must have some interest in it. There's actually no allowance given to volunteers like us but sometimes at the discretion of the committee, sometimes when the students intern or volunteer, we do give them some but very small allowance, just to help them a little bit because

there is no pay and that is not considered as paid. I don't think it is enough to cover petrol also but just as a token of appreciation. Sometimes in the past, we do give some tokens to the teachers who volunteered. Because at that time we do not have enough volunteers. We asked the school teachers for help and we gave them a small token of appreciation. Very small like in insignificant amount. I don't think they volunteer because of that lah.

L: Because what we interview from the previous interviewees, we actually know that the local community members don't like and also not willing to volunteer in community-managed library which is U-Liang library. Do you think there are any factors that can encourage them to do so?

C: They must have some interest in it. Usually they are very busy with their own life, it is not like our city life you know. Basically in a village, they are very self sufficient. They plant vegetables, they go fishing , they go to their farms and they have stalls selling something. So their days are quite occupied, but one or two will volunteer in a short term. But in a long term, it is quite difficult and then some of them are very old or they are too young. The old people don't have enough stamina to do it for long hours or they have to take care of their grandchildren or some hours they have do this and that. I don't know how but basically when it is a short period of time. For example, we needed people for few days in a week or few hours in a day. They could but in a long term we never had. So I really don't know how to solve this problem.

L: What do you think U-Liang library can do to attract more people to volunteer?

C: It is actually not to do more but we have to look at the needs. Because this library was set up to meet the needs of the students there. As long as the students need the library, then the library serves a purpose. If the students no longer need the library, then it cannot serve them already. It is meant to serve the need, not to promote or anything. It's basically there's a need for a place for them to study and to spend their time in healthy and comfortable manner. So as long as there is a need for that. Because the village is very small, there is no point attracting people from outside. They are too far. The library was meant to serve the needs of the residents in this village. That was the primary and initial purpose of setting up this library. So as long as there is a need there, then the library has a purpose. It's not for us to go and promote. I don't think that it's necessary to promote because to promote, means, you are attracting. But is that sustainable in a long run. How can you keep doing this? If there is no need, then why you keep promoting it. It must meet the needs from the residents there. If there's a need, then the committees need to manage this. So if even the committees don't volunteer, then it won't move. So it should be the committees who do the work and to address this issue.

Coding

Interviewee: Miss Ong Sheau Wen

Themes/Categories	Codes	Phrases
U-Liang Library	Experience	<p>"...the students from UTAR come over to do some activities at this library"</p> <p>"...many activities conducted here such as recycle activity"</p> <p>"...contribute back to the society"</p>
	Limited volunteers	"...no permanent librarians"

Problems of community-managed library		“...depending on the UTAR system and also the availability of the interns”
	Lack of fund	“...financial has always been the biggest issue” “...much depend on the community”
	Lack of support from local community and local primary school	“...we pretty much hope that the local community are cooperative” “...hope to get the cooperation of the local primary school” “...some kids are at a rebellious stage”
Functions/importance of the community-managed library	Academic purpose	“...has a collection of books” “...have a place where they can do their revision after school”
	Cultivate reading habits	“...help them develop a habit in reading” “...hoping to encourage more reading behaviour”
	A place to go	“...a place for them to hangout” “...act as a place where kids from the new village can spend their time or past time as they do something meaningful”
	Daily operation function	“...have no permanent staff”

Functions/importance of volunteers in library		“...it is much easier to do things when there are more manpower to help”
	Gain trust from parents	“...the parents and elder have high hopes”
	Role model for the children	“...hope UTAR’s lecturers and students can be the role models for their children and build good personalities”
Ways to sustain the community-managed library	Organize more activities	“...diversify the content or type of activities to attract more attention from local residents”
	Support and cooperation from local community and local primary school	“...we hope to get the support and cooperation of the local community and local primary school”
	Seeking funds from outsider	“...applying fund from the government”
	Promoting on media	“...if we are able to get media support in promoting the programme organized by us” “...the exposure or the new coverage is small, there will be no resonance”
Personal factors motivation	Kind personality	“...we shall contribute back to the community”

	Lacking of time	<p>“...it takes time as well as heart”</p> <p>“...juggle their full time jobs and family”</p> <p>“...have the heart but not the ability”</p>
Environmental factors motivation	Peer influences	<p>“...joined it because my friends asked me to help”</p> <p>“...people are more likely to be motivated by friends”</p>
	Malaysia’s Chinese population is declining	<p>“...Malaysia’s Chinese population is declining”</p> <p>“... the Chinese population in this new village decreases, the student pool will decrease”</p> <p>“...without these pupils, there would be no need for this library to sustain”</p>
Ways to increase volunteers	Organize events for exposure and recruitment	<p>“...when we organise activities, we can recruit students to be members of committee”</p> <p>“...by organising activities, it is able to recruit local communities as part of committees”</p>
	Media	<p>“...the power of media”</p> <p>“...if the exposure or the new coverage is small, there will be no resonance”</p>

	Compulsory project for student	“...this course can help increase the popularity of U-Liang library”
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Interviewee: Miss Ong Sheau Wen

Interviewer: Chuah Tian Yin, Lim Kean Boon

Demographic details of the interviewee:

Gender: Female

Job description:

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Contact number: 012-6903340

Date of Interview: 7 November 2019

Location of Interview: PF073

List of Acronyms: = Miss Ong Sheau Wen = O, Chuah Tian Yin = C, Lim Kean Boon = L

C: Can you share with us about your experience with U-Liang Library?

O: I became the volunteer for U-Liang Library just last year, so I have joined for roughly a year.

C: So how do you feel about your experience after you became a volunteer?

O: Okay, so there's a Chinese idiom, “取之社会，用之社会” (We received a lot from the community, therefore we shall contribute back to the community), I believe by extending this kind of volunteering work, this is one of the ways that we can contribute back to the society. It is a good behaviour and is worth to be encouraged.

C: What do you think are the functions of this library? (Referring to U-Liang Library)

O: As you can see it is known as a library, in other words it has a collection of books, and it's mainly to accommodate the kids of the particular local community, so that these kids would have a place where they can do their revision after school, or a place for them to hangout, as it is in a new village, and we know that in new village you know..

L: They have not many places to go to?

O: Yes, thank you for reminding. So with this library, we are hoping to help them develop a habit in reading, because in a lot of times, the government had emphasize that the rate of reading in ur country is very low, and just as what you have mentioned before, there are not many places for entertainment in new villages, therefore, this community library is hoping to encourage more reading behaviour, other than that, it also act as a place where kids from the new village can spend their time or past time as they do something meaningful.

C: Do you think that it is good to have Community Managed Library like U-Liang library in a community?

O: Yes, just like what I have mentioned before, it is a place that allow the new villagers to spend their time at.

C: Do you think that U-Liang library is facing any problems?

O: Yes, there are, there are no permanent librarians that will help to take care of the library, in other words we pretty much depend on UTAR students or interns to not only help to manage library but also help to monitor these children and assist them in their homework, and also assist the library in organizing activities that are beneficial for the children. Furthermore, we are also depending on the UTAR system and also the availability of the interns as we can't force them to help manage the library.

C: Apart from the librarian problem, what are the other problems that you actually encounter?

O: Money, financial has always been the biggest issue. We very much depend on the community, when we need money, we will raise fund through fund raising activities, but we are not able to get much from it.

C: Don't the government contribute in the funding?

O: This is a good question.

L: Because I have read in the papers once by, it was mentioned by one of the politician that they are allocating a huge amount of money to help a lot of new villages to boost their infrastructures, and library is one of the programme mentioned, but as we can see for the case of U-Liang library it has not been upgraded or improved, so is there any problems encountered, perhaps the productivity issue of the government side?

O: If you look at the origins of this U-Liang library, in fact it has a big connection with one of the member in MCA, whereby he actually gave great financial support in the building of this library, the library would not exist without his kind support, therefore, I think that we should think about applying fund from the government as it will be another financial source.

C: Do you think the local community supports this library?

O: Not all. But we pretty much hope that the local community are cooperative, of course, if we are able to get great support from the local community when we organize activity, we can see positive response, and as we know there is a Chinese primary school over there, therefore we would also hope to get the cooperation of the local primary school, because if we are able to get support from many source, the library will be able to achieve its objective.

C: How do you think that the library is going to deal with these problems or challenges?

O: We have mentioned about the financial issue, from the government side. Besides, for fund raising, currently we are still getting from the new village internally, so the impact is not as great. Therefore, maybe in the future we can expand the scope, to the whole Kampar or even Ipoh to let more people know about the existence of this library. Also, if we are able to get media support in promoting the programme organized by us, it will also achieve the same outcome to let more people know about U-Liang library. Apart from financial, once we have enough financial support, we hope to have a permanent staff because once we have money we will be able to solve most of the issues.

C: Do you think that there is a need for Community Managed Library to maintain its sustainability?

O: Yes, we hope not to stop at halfway.

C: What do you think is necessary for a Community Managed Library to maintain its sustainability?

O: As I said earlier, we hope to get the support and cooperation of the local community and local primary school. Other than that, we shall also diversify the content or type of activities to attract more attention from local residents. Because once we are able to have these kind of activities, it will create a good reputation for the Library. If the library has a good reputation, we can attract people from other new villages nearby as well.

C: Do you think that volunteers play an important role in maintain the sustainability of Community Managed Library?

O: Yes, of course. Since Community Managed Libraries have no permanent staff, it is much easier to do things when there are more manpower to help.

C: Do you have any volunteer experiences in other institutions?

O: Yes, but they are both short-term and event-based. I joined it because my friends asked me to help.

C: In your opinion, what is the difference between volunteer in a Community Managed Library and other facilities or institutions such as public library?

O: Public libraries have a fixed source of funding and are open daily. For U-Liang library, it open only when manpower is available. The biggest problem for NGOs in Malaysia is funding.

C: Do you think is there any difference for the working environment? For example, compared with other institutions, does the number of volunteers in Community Managed Library make it difficult to solve the problem?

O: Hmm, I think it would be okay. Take U-Liang library as an example. There aren't many kids there either. If there is a very naughty child, although there are ten manpower, they may not be able to control the kid.

C: What is the influence of volunteers on the relationship of the Community Managed Library with the community?

O: U-Liang library has a close relationship with UTAR. The committee of U-Liang library includes not only local residents but also UTAR lecturers. I believe that Chinese in the new village have the concept of respecting teachers and valuing education. Because of the presence of UTAR lecturers, the parents and elder have high hopes for this library. They hope UTAR's lecturers and students can be the role models for their children and build good personalities.

C: In your opinion, do you think the children there are willing to cooperate with the teacher or lecturer?

O: It is basically fine. But I can't rule out that some kids are at a rebellious stage, therefore they are mischievous and naughty. Besides, there is a basketball court next to the library, which is easy to distract the children.

C: What do you think about the factors that influence the willingness of people volunteers in U-Liang library?

O: In fact, we are concern about this. As our focus mainly on those who primary school students. Kids will grow up. When the kids grow up, will their parents continue to support this community-based library? And I can't rule out that Malaysia's Chinese population is declining. If the Chinese population in this new village decreases, the student pool will decrease. Without these pupils, there would be no need for this library to sustain.

L: Other than that, we heard that local community did not support or agree to be the volunteers. What do you think is the reason?

O: I think work is the factor. To be a volunteer, it takes time as well as heart. They need to juggle their full time jobs and family. I think a lot of people have the heart but not the ability to volunteer.

L: But for students, they have the ability but not the heart to volunteer right? In fact, college student like us are usually quite free except for the schoolwork. What do you think is the reason for students not to become volunteers?

O: Do you know that Rahman College has the 下乡服务团 (Community Sociology) ? I realised that college students who involved in this Community Sociology were constantly covered in the news, while UTAR was rarely reported. If the exposure or the new coverage is small, there will be no resonance. In addition, people are more likely to be motivated by friends as it will be more fun if a group of friends get together. It is also one of the things that motivates people to volunteer.

C: Do you have any volunteer experiences in library? If yes, can you share the reasons?

O: I become a volunteer in U-Liang library, as I was asked by my friends to help.

C: In your point of view, what motivates people to become a volunteer at U-Liang library?

O: In my opinion, because U-Liang library is confined to Tronoh Mines New Village, no one outside this new village knows much about U-Liang library. I think if we can have more activities and the power of media, it is able to make people outside the new village know the existence of this community-based library and also its purpose. This will help to attract more public's attention.

C: Do you think people do not volunteer because they do not know the existence U-Liang library?

O: Yes, it is one of the factors. Another factor or obstacle will be the lack of support and cooperation of the local community and local primary school.

C: What do you think U-Liang library can do to attract more people to volunteer?

O: When we organise activities, we can recruit students to be members of committee, and hoping that UTAR students can inform others about the existence of the U-Liang library, so that we will not be short of manpower to manage the library. Besides, by organising activities, it is able to recruit local communities as part of committees if they are available. If we have enough number of manpower in the future, we wish that U-Liang library will no longer limited to Tronoh Mines new village and is able to invite new villagers from nearby to join us. We hope that we can expand the scope in the future.

C: If UTAR requires students to volunteer for the U-Liang Library in future course or subject, do you think it will help?

O: In fact, UTAR focuses on community service. In the industry, there is a department called the Corporate Social Responsibility department. Every company needs it to enhance its reputation and branding. Corporate Social Responsibility is closely related to community service. If through this course can help increase the popularity of U-Liang library

