

Managerial Role in Improving Employee Performance in STIESIA Library

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Abstract: The purpose of this paper is to examine further whether there is a managerial role in improving the performance of the librarian at the Library of the College of Economics Indonesia. The method used is descriptive method with the form of case studies through observation and interviews in Surabaya STIESIA library. Data Research on Performance Improvement using Managerial through activities that have been made by the leader (chief librarian) to the librarian. The findings indicate that the performance improvement activities that have been carried out at the Library of the Indonesian School of Economics in Surabaya are published in the form of special libraries and participation in activities that support various activities in library.

1 INTRODUCTION

College library is a facility must have a college to support all activities associated with lecturing, teaching, and all other activities of the academic community. Libraries play an important role in implementing the vision and mission of the university as well as to achieve its objectives (Harisanty, 2019). According to Law No. 43 of 2007, the Library has seven functions among other educational functions, resources, supporting research, recreation, publications, deposits, and interpretation of information. In support of all activities in the library required competent human resources in the field. To optimize the activities of the library service, the library needed human resources consist of librarians.

Librarians also become very influential in response to user convenience and user satisfaction based on the services provided by librarians. Librarian is a Human Resources (HR) manage all activities that exist in the library. According to the Code Librarian (1998: 1) The librarian is an organizing library activity by providing services to the public in accordance with the duties of their parent institutions because of their knowledge through education. Librarian also require education or training to have a stock that is consistent with the concept of library science that can be applied to

service activities (Wahyuni, 2015). Due to the professionalism of librarians only be held by an expert librarians / professional or librarian who has a basic education. The activity of the library management is required a wide range of skilled personnel in the field. Employee training has been used as an important means to maintain the effectiveness of the organization (Chang et al., 2015). According to a survey administered by the Association for Training and Development (ASTD, 2011) to be able to see a librarian professionalism we can see through the implementation of library activities carried out by a librarian.

Conceptually, the success or failure of the implementation of an organization, it is strongly influenced by the leadership and human resources duties and service functions (Romadhona, Wati, et al. 2022). Strategies in leadership also needs to be improved to improve the performance of an employee or a librarian to the agency. So it can be seen that a very influential leader in improving the performance of employees, leaders must be able to bring an organization and human resources for better (Musdalipa, 2017), Employee performance quality and quantity of work performed an employee in a particular organization. The excellent performance is the optimal performance, the performance of appropriate standards organization and support the achievement of organizational goals (Ramadhani,

2016). So, it will create a good and satisfactory performance .

In terms of service, that the performance of human resources in the Library. STIESIA Librarian already been maximized in each field. Because STIESIA using shift system, which means no less in terms of human resources. So, until the evening, especially in the service of the 1st floor, a permanent employee on standby and ready to serve users. Then it can be underlined that the performance of librarians in STIESIA can optimally because the librarians always rolling using shift system, so it is not growing saturation of employees at work. In addition, in the case of HR that's enough, because there are already able to implement a system of shifts each day.

But behind the above advantages, there are some deficiencies found in the author's performance in STIESIA librarian. One of them, when the library was crowded, especially now in the services at the handle by a librarian. Librarian looks less effective in serving visitors, because in one room or one service only handles one librarian, while demand from visitors are unpredictable and vary. Therefore, according to the authors performed better frequent mobile to services or to the room, for services in the library can be more optimally again (Sunnyowati et al. 2022).

In activities that improve the performance of librarians can be seen that the role managerial has an important role. Managerial role is a major milestone in taking new decisions to support the activities and face constraints that exist in the working professional librarians (Subagyono et al. 2022). Every leader or the head of an organization must have a good managerial capability so that employees have the support for performance. A good leader is a leader who can take decisions without a risk to its employees for sustainability (Romadhona, Subagyono, et al. 2022).

2 LITERATURE REVIEW

Neneng Komariah et al (2016) conducted a study related to "Emotional Branding as a Library Service Quality Development Efforts to Increase Use of Library" (Neneng, 2016). In the study, explained Neneng, associated with emotional branding, which means creating a feel of emotional between Librarian and user. In this case, the strategy used e.g. user first librarian greeting, greet user by name, notify the latest information, creating the impression is ready to help and others. It is expected that with this, the good performance of employees very needed to realize the strategy that has been made. So, the quality of service in a library will also increase.

Andry Verozika (2018) conduct research related to "Influence Perception of Justice Remuneration and Motivation Against Public Service Employee Performance with Job Satisfaction As an intervening variable" (Verozika, 2018). This study showed that perceptions of fairness of remuneration has a significant influence on employee performance. Perceptions of fairness remuneration significant effect on job satisfaction, motivation of public services has a significant influence on the performance of public services and have an influence on job satisfaction and perceptions of fairness remuneration final and public service motivation has a positive influence on employee performance mediated by job satisfaction (Romadhona 2020).

Setiyoningsih (2011) "Effect of Motivation, Ability and Satisfaction with Employee Performance against Compensation as Moderator Variable". The results of this study, indicating that motivation affects the performance of employees, the ability to affect the work performance of employees, employee performance effect on satisfaction (Setiyoningsih, 2011).

Karina Octavia Muaja et al (2017) conduct research related to "Effect of Employment and Work Experience on Employee Performance at PT. Bank Branches Go Manado North Sulawesi" (Octavia, 2017). In research such, discusses some of the factors that affect the performance of employees, including the experience as a step to carry out the frequency and types of tasks according to their abilities and the placement of an effort to create the effectiveness of the work efficiency of employees in order to produce human resources for the Man that is optimal for the company so that it can achieve the goal company (Romadhona 2022). The purpose of this study was to determine whether a work placement affects the performance of employees at PT Bank Branches Go Manado North Sulawesi (Hernoko et al. 2022).

3 RESEARCH METHOD

This research method using a case study with a qualitative approach. According Moleong (2014) is a qualitative research is a research procedure that uses descriptive data in the form of words written or spoken of people and observed behaviour. With a sampling technique through interviews and observations (Moleong, 2014). The study was conducted in the Library of the College of Economics Indonesia Surabaya. Located at Jl. Menur Pumpungan No.30, Menur Pumpungan,

Sukolilo, Surabaya, East Java 60118. Library of the College of Economics Indonesia Surabaya have one chief librarian and 19 employees. The object of this study is the Librarian and Head of the Library in the Library of the School of Economics Surabaya. In a study of this observation method, the authors observe how the performance of an employee or a librarian there for airport visitors. When observation, the authors collected a lot of information related to the performance of librarians and some of the problems that arise there. As well as conducting interviews with 1 head librarian and librarian staff employee. College of Economics Indonesia Surabaya is now appropriate to the needs of the expected librarian in the library service activities.

4 RESULTS AND DISCUSSION

Motive are things that someone thought, or desire consistently lead to action. To be a professional librarian with personal excellence, inclusive, dynamic, and continuous self-development will require relentless, both with regard to knowledge, insight, skills and personality of the librarian. In the chief motive and employees in the Library of the School of Economics Surabaya can be said to be good. Because it has a view of the mindset that the advanced nature of training to have additional knowledge through training. The role of the head of the library in supporting libraries can be said to have been fulfilled but still not optimally used because the system is still lagging in the college library in general. With a system of its own products have more constraints faced by librarians in the activities of existing services. Constraints sometimes difficult in handling due requires IT guys to fix the system errors and may hamper services to the users of the library itself. In solving the problem did the head of the library associated with the problems arising from the performance of employees in a period of limited yet to head this time, but for the head of the previously existing problem-solving in the form of an annual evaluation conducted by the existing activities with various obstacles so as to prepare a solution to face the obstacles likely to occur in the future. In job desk placement in areas of work, Head of Libraries often use shift system, so that all employees can and never do the work that may have never previously obtained. Head of the library to provide guidance to employees working with the librarian in training activities in the form of national and international seminars are assigned directly from head to librarians elected by the trainees. The

motivation given to the chief librarian by which the motivation in making paper at the workshop certain. Head of the library provides monitoring only on certain days just is not done regularly at the planned time. In the behaviour of the head librarian for now only serves as a watchdog of all activities in the library service.

Nature (traits) are the physical characteristics and consistent responses to situations or information. For the characteristic properties' librarian at the Library of the College of Economics Indonesia Surabaya poorly because they happen violations that cause feelings of discomfort of the user. So that librarians are less able to master all conditions. Dissatisfaction perceived by the user may result in delays in service activities that exist in the library. Librarians should provide comfort to the user so that libraries can work as the main point. In the Library of the School of Economics Indonesia Surabaya librarians and clerks already support the activities of the library service. So far in the Library of the College of Economics Indonesia Surabaya yet have a complex service. Service owned core services alone, but if there are students who need help librarians can help. In 2018 the march began holding services user education and literacy services but at the Library School of Economics Indonesia Surabaya also has not been applied fully to the service user education and literacy services. Service user education is only applied to the final student, while for new students only given as a reference guide. In the elections conducted job desk at the head of the School of Economics Library of Indonesia Surabaya tailored to the needs and competencies of employees.

The concept of self is the attitudes and values of a person. For the attitudes and values held by employees in the library can be said enough, because the attitude of each employee that there cannot be equated averaged returned to the individual due to the nature of each. In adding to the experience At the head of the School of Economics Library of Indonesia Surabaya also to provide guidance to the librarians to participate in seminars, study visits to other libraries, writing articles and published in the proceedings in certain events. In the service activities are also often violations that make the user less comfortable in the ministry, sometimes due to employees who do not have experience in servicing more difficult to socialize for many types of users that have so often problems arise in circulation service closer to users than other services. In activities to improve discipline to each employee, head of the library High School of Economics

Indonesia Surabaya do not overdo things, only through informal course, if there is an employee or librarians who lack discipline. At the head of the School of Economics Library of Indonesia Surabaya also improve employee performance and librarians by providing the motivation to contest librarian achievement that can enhance creativity in the activities of librarians serve library users.

Knowledge is information held by a person for a field and Skills. The ability to perform a task, both physically and mentally. When viewed from the educational backgrounds of all employees held at the Library College of Economics Indonesia, Surabaya is not the same. In the management of activities devoted to librarians who are more proficient in these activities. For additional activities performed by employees who have similar educational background in high school. For recruitment priority for undergraduate Library but does not close the possibility of receiving other graduates by providing personal guidance to prospective employees received. The existence of differences in educational background there is a head does not discriminate, with her no distinction can be complementary to each other and for the shortcomings and advantages of each employee can be restored on everyone. Thus, in the division job desk adapted to the educational background capacities. Placement division of labour tailored to the specific points, education, and basic abilities. With a background of high school may also be considered in the placement areas of work and comes with independent guidance that can be adapted to existing job desk. So that no obstacles that can inhibit the activities of existing services in Library of the College of Economics Indonesia Surabaya.

Performance monitoring activities conducted by the head librarian of the library is done spontaneously and in an unprecedented time. Monitoring is done according to the areas of work and job desk each employee. Monitoring carried out at this stage whether the systematic work done has a constraint on some job desk and with the constraints that can hinder the performance of employees arising if it already has a solution in anticipating obstacles that will happen. At the head of the monitoring activities of libraries prefer the challenges and solutions needed by each employee. Benchmarking is an activity organized by the head of the library that are destined to employees as an assessment or measurement qualities of each agency or employee. In this activity, usually the head of the library conducted a comparative study to the library more advanced or more advanced in its facilities and

services. By visiting the head librarian hope will be an evaluation that can be performed by employees to further improve the performance and capabilities in their respective fields. Head of the library is also active in facilitating or support for employees active in the growing participation of publications to enhance the creativity of its employees. Facilities provided include writing scientific papers, seminars, participation librarians' achievements and attend international conferences that have integrity. In this activity, the head of the library more likely on the assignment of each employee. Assignment is done in accordance with jobs desk carried by these employees. In this activity could add new insight to employees and can be used as a guideline to face obstacles that will arise and can hinder the performance of employees. Staffing job desk election conducted in the head in Library College of Economics Indonesia Surabaya tailored to the needs and competencies of employees. In the management of activities devoted to librarians who are more proficient in these activities. For assistance or additional activities performed by employees who have similar educational background in high school. For recruitment priority for undergraduate Library but does not close the possibility of receiving other graduates by providing personal guidance to prospective employees received. The existence of differences in educational background there is a head does not discriminate, with her no distinction can be complementary to each other and for the shortcomings and advantages of each employee can be restored on everyone.

5 CONCLUSIONS

Improving managerial capacity conducted in STIESIA Library (College of Economics Indonesia Surabaya) applicative indication to bring changes and significant progress on the leadership at the agency. It can be known by its ability to apply the managerial principles; it is precisely the employees feel motivated to improve performance. Factually and substantially on improving managerial leadership at the agency showed indications as follows: (a.) In order to improve managerial capabilities in the Libraries STIESIA (College of Economics Indonesia Surabaya) conducted through employee development by providing an opportunity to promote formal, indicates quite successful. (B.) In terms of staffing, there is still a small portion that is not in accordance with the competence, yet agencies continue to do revamping to fruition that which is

desired. Cumulatively regarding staffing in the workplace in Library STIESIA (College of Economics Indonesia Surabaya), including quite well. (C.) In terms of leadership ability in providing the opportunity for elements of leadership for education and training, including work. In the last two years in the Library STIESIA (College of Economics Indonesia Surabaya) has assigned several employees to participate in various types of education and training, it can finish well. (D.) In the case of working facilities, including adequate, because a large part of employee expectations are met, nevertheless need additional or increased labour facility means development technology continues to increase, as the facility working tools, working completeness facilities and social amenities rated no small part that needs to be upgraded. (E.) In the case of surveillance conducted in the Library STIESIA (College of Economics Indonesia Surabaya) has encouraged better employee performance. Because based on the behaviour and exemplary leadership in exercising its functions so employees feel shy and led to a passion for improving performance.) In the case of surveillance conducted in the Library STIESIA (College of Economics Indonesia Surabaya) has encouraged better employee performance. Because based on the behaviour and exemplary leadership in exercising its functions so employees feel shy and led to a passion for improving performance.) In the case of surveillance conducted in the Library STIESIA (College of Economics Indonesia Surabaya) has encouraged better employee performance. Because based on the behaviour and exemplary leadership in exercising its functions so employees feel shy, and led to a passion for improving performance.

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