

# Human Resource Management Library Perbanas STIE Surabaya

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Abstract: The development of human resources in the library associated with the educational staff have an important role in the success of learning. So in this case, the role of librarians is very important for the library as the heart of education surely must be managed by competent personnel in order that the availability of materials and learning resources in the school library can be powered optimally for the benefit of improving the quality of the learning process. This article describes the phenomena of human resources in the library Perbanas such as human resources management and human resources management. It is intended that all or all of the activities carried out by the librarians are very important to the quality possessed Perbanas library and so menjadipustakawan quality. This research method using descriptive method with qualitative approach. Informants in this study is the HR Library Perbanas Surabaya covering leadership and library staff (librarians and non-librarians). Collecting data using interviews, observation and document review. The results of the data collection and then later presented / explained through a process of discussion. Implementation of HR management in libraries Perbanas implementing management functions include Planning (planning), Organizing (Organizing), Execution (actuating), Supervision (controlling). and review documents. The results of the data collection and then later presented / explained through a process of discussion. Implementation of HR management in libraries Perbanas implementing management functions include Planning (planning), Organizing (Organizing), Execution (actuating), Supervision (controlling). and review documents. The results of the data collection and then later presented / explained through a process of discussion. Implementation of HR management in libraries Perbanas implementing management functions include Planning (planning), Organizing (Organizing), Execution (actuating), Supervision (controlling).

## 1 INTRODUCTION

The development of libraries of human resources related to education personnel who have a significant role in learning the power of school libraries and / or the school librarian, which is teaching to help provide services to every student at the library unit. The library as the heart of education can be managed optimally for the benefits of quality learning process improvement. Human resource management is an important part of an agency. HR is very important because it has a sense of its own human resources that are individual or worker as a driver in an organization, both institutional and company and service assets that must be trained and developed according to its ability to produce quality human resources quality. . Determining a good performance agency can be judged by the quality of human resources of its own. Qualified human resources will result in the performance of the company, institution, or organization going well. To produce quality human

resources, we need some time training so that we can support the performance of both agencies. The quality of human resources in Indonesia itself continues to increase. The government policy in human resource development showed positive results. In a note BPS (Central Bureau of Statistics) on the HDI (Human Development Index) in 2017 is reached 70 points, an increase of 0.90% compared to last year. HDI itself is a comparative measure of life expectancy, literacy, education, and standard of living. Finance Minister Sri Mulyani Indrawati said the increase in the HDI confirm the success of government policy, namely improving the quality of human resources.

To produce this kind of quality human resources, an agency or organization must also be smart to manage the quality of its human resources HR sendiri. Manajemen is a science that membahas about setting HR in an organization. HR management itself is very important to support the qualities of an organization or institution. HR Management aims to be everything or all of the activities carried out by human resources within the organization or institution

can run well. If everything has been done well by its own human resources within the organization or institution, it can be said that the quality of human resources of the organization or institution nicely. The quality HR can do in organisasi or any institution, including in the library. According to George Terry in the research I Ketut Sudiarta, et al on HR management HR Management Library in the Library consists of planning (planning), organizing (organizing), actuating (mobilization or execution), and controlling (supervision). Planning, emphasizing an early step in the implementation of the activities. Organizing, step after implementation planning. Mobilization or implementation of, the next process in moving HR. And lastly supervision of SDM to prevent mistakes in carrying out the activities. (Sudiarta, Suhartika, & Haryanti, 2016) and controlling (supervision). Planning, emphasizing an early step in the implementation of the activities. Organizing, step after implementation planning.

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On one of the college library in Surabaya, Surabaya Library Perbanas they also perform HR management library. HR Management library there are definitely aiming to support the quality of human resources in the Library. Because the College library, Library Management there also aims to support the Tri Dharma College. Perbanas has two libraries, on-campus 1 is located at Jalan Nginden and on campus 2 Jalan Wenorejo. Perbanas library currently has limited human resources, a total of four employees including the head of the library. HR there helped many students or interns however, students and interns are mostly no background in library science.

In other places, around the area where the Campus Perbanas stand there are also many other universities stand. But unlike Perbanas, universities are private universities are common. Unlike Perbanas which is a special private college of economics. Nevertheless, standard pepustakaannya equally standard college library, nothing different. Still, there is no big difference though. The most striking difference between the Library Perbanas with surrounding course lies in the number of human resources we have

explained above. Colleges around, more or less the amount of human resources about 8 up to a dozen people. This amount is certainly very different from the human resources Perbanas Library. He might look a lot less, in fact, the quality of human resources is no less Library Perbanas quality at universities around. Librarians Perbanas also felt training and seminars for its efforts to improve its own human resources. Also in the Library PERBANAS also similar to academic libraries around, in the development of its human resources is also monitored by the head of library. In addition, if at the Library University Library Approximately only process one only, in this case the place of establishment only in one place or the scope of the course, different Perbanas Library. Although the College of Special Economic Sciences, Perbanas has 2 campuses namely Campus Campus 1 and 2.

In other cases, we find an article written about the condition of a library with the same case with the Library coincidence Perbanas where they also have minimal human resources to manage the library, however, the situation may be more severe than Perbanas Library. A little more, ie 5 out of 5 people but the workers / employees who have a background in library only one man. 4 other people do not have the educational background of the library at all. The article was written by I Ketut Sudiarta, I Putu Suhartika, and Ni Putu Premierita Haryanti. They examined the HR at one of the University Library in Bali. The article was written in 2016, so the possibility his condition has progressed today. How many libraries do not explain his editorial, if only one library or equal to Perbanas which manages two libraries on a separate campus. As described above, most likely the quality of its human resources under the library Perbanas as of 5 persons only one set in library education, whereas in Perbanas 4 people with all educational background library.

Thus, each library must have disadvantages and advantages of each. For the quality of human resources issues we believe libraries Perbanas quality is not inferior to other human resources University Library

Based on the background already described above, it is raised a problem that then we can put forward some questions include: How do HR in the Library Perbanas perform application management functions, namely Planning (Planning), Organizing (Organizing), Execution (Actuating) and Control (Controlling) and human resource constraints faced in this regard librarian in doing a good management in libraries Perbanas?

Based on the above problems, the purpose of this study was to determine the human resources in

this regard librarian Perbanas amounting to 4 librarians and 4 interns (non librarian) to undertake the implementation of management functions yaitu Perencanaan (Planning), Organizing (Organizing), Execution (Actuating), and Control (Controlling) and the obstacles faced when conducting management application at the Library Perbanas.

The author hopes that this intensive search was made in order to become inputs for the Library Perbanas especially in managing human resources, especially in this case Librarian. The author also hopes that eventually the management of human resource management that can either be giving out the good feedback also to the development of the library Perbanas. In addition, the study made by the authors hope will be able to help pustakawan who have the same problems and it can also be the basis for further research.

## 2 METHOD

This research uses descriptive method with qualitative approach. In its own qualitative approach that we use the research subjects is the informant. Informants in this study is the HR Library Perbanas Surabaya covering leadership and library staff (librarians and non-librarians). Furthermore, the research object is the management of human resources Perbanas library. Collecting data using interviews, observation and document review. The results of the data collection and then later presented / explained through a process of discussion.

## 3 RESULT

### 3.1 Human Resource Management (HRM) and Implemented at the Library STIE Perbanas

In connection with human resources (HR) that there are two senses, namely micro and macro sense. Definition of human resources in micro SDM is working individuals belonging to a company or institution and commonly referred to as servants, laborers, employees, workers, labor and others. While understanding the human resources (HR) at the macro level is a resident of a State that has entered the age of the labor force, either has not worked as well as those already working. broadly, the notion of human resources (HR) is a potential of individuals to fulfill

their role as social beings are adaptive and transformative able to manage their potential towards achieving welfare arrangements within an organization. (Ningrum, 2013) From the above, it can be concluded that human resources (HR) at the library which in this case is the librarian serves as a mover and assets in developing sebuah perpustakaan. (Zulkifli, 2016)

Furthermore, according to Flippo pointed out that in carrying out the management of HR are planning, organizing, directing, and controlling the functions of management which includes recruitment, development, compensation, integration, maintenance, and termination of employment of human resources in achieving the goals of individuals, organizations, and society (Komaruddin & Goddess, 2012).

According Rival (2005: 1), the terms have the meanings defined management body of knowledge about how to manage (manage) human resources (HR). Robbins and Coulter (1999: 8) states that the term management refers to the process of coordinating and integrating the work activities to be completed efficiently and effectively with and through others. Meanwhile, George Terry in Qalyubi (2003: 272) states that management is a real process that includes planning, organizing, implementing, and controlling were implemented to identify and complete the objectives that have been ditetapkan using human resources and other resources (Septiani 2008).

In the library itself also needs to do a human resource management. Why? To be sure to support the quality of the service. Qualified human resources will certainly generate a maximum and a good library service. For human resource management in the library that are needed. HR is the key to the library because the library is a labor of human resources or people who know their own conditions in their library. Human resources required libraries are able to understand the characteristics of the ideal library of human resources is emphasized to have the knowledge, skills, or skills that mempuni to make the library is able to achieve the ideal characteristics of the library. (Rusmana, 2009)

In the cover article, Agus rusmana conclude there are some things that must be considered in managing the Library. First, HR management library routine is carried out continuously and involve all elements of HR contained therein as a result of library services is the result of the collective rather than the individual. Second, the results of human resource management should be regularly monitored and evaluated in order to discover or find out where

the flaws during the process of human resource management takes place, then fix that such deficiencies are not protracted. Recently, the main focus of human resource management is pemustaka (user oriented). Results of satisfaction pemustaka (user oriented) should be used as a measure of the success of HR management Library. If these three things are implemented properly, in outline,

In Surabaya itself, there are various library. One is the Library Perbanas. Perbanas library is one of the many academic libraries in Surabaya. In running a library, Library Perbanas also implement human resource management. Here is a function of human resource management and in the Library pengimplementasiannya Perbanas:

#### 1. Planning (planning)

Human resource planning is a way to define the purpose of employment for a specified period both in quality and quantity. Meanwhile, human resource planning by Hasibuan (2001: 247) is planned workforce to fit the needs of the company as well as effective and efficient in helping the realization of the goal. Human resource planning is to establish a program organizing, compensation, directing, controlling, procurement, development, integration, maintenance, discipline, and dismissal of employees. Understanding human resource planning as quoted by Nawawi (1998: 138) is a series of activities related to forecasting manpower needs in the future of an organization,

For the application function stats. HR in the library Perbanas itself in the form of annual work programs or so-called agenda every year to do a library like activity MPII (research methods of scientific information) at designated for each of the academic community (students Banks Association) and no activity book fair in cooperation with national publishers and international, then no activities Movie Day conducted after the test (refreshing break after UTS), the last there are seminars libraries held by Perbanas own targets high school in Surabaya and also the agenda of human resource development as a routine activity coordination meeting between librarian for the target they want accomplished. This shows that the planning of human resources in the library Perbanas not good enough. because of the results of observations (observation internship) note that the library PERBANAS actually a shortage of human resources this is evidenced by the apprentice of the Banks Association (non- librarian) who works there, amounting to 4 women who were on campus 1 and 2 men in 2. for its own campus librarian only 4 people (including the Head of Library, 3 women and

1 man) .4 this Librarian alternately work on campus 1 and 2. Management handling for the two campuses already running with complementary good. They where library more need of human resources and that feels pretty with its human resources. The division of tasks given to the apprentice had been planned, thought out, and carried out by the supervising apprenticeship place. For HR planning documents created every year, but the document is confidential only those libraries that know so we can not describe in more detail on human resource planning by the Library Perbanas. But certainly for human resource development planning continue to be made and evaluated the results annually.

Actually, for the planning of human resources in the library PERBANAS already pretty good views of apprentice Banks Association (non librarian) who work there quite well even though they are not ustakawan pure it is because they have been taught in advance by librarians PERBANAS so that they do work quite well although there are some shortcomings such as do not know the number of classification it naturally happens because they are not the original librarian.

From the above explanation, if it is associated with the notion of planning by Hasibuan namely manpower plan according to the needs, Librarian has menghandlenya well. As planning on apprentice described above. Before they are deployed in the field, briefing them on first, then if it is completed and then they're placed where needed by the library at the time.

#### 2. Organizing (Organizing)

Organizing is a process of creating structures of an organization (Robbins and Coulter 1999: 282). The base of the organization is starting a plan, because in principle it is a follow-up organization to execute the plan. Once plans are developed further need grouping of activities to be carried out. Grouping activities means also classify, share and develop responsibility and arrange the tasks for each section that has a particular responsibility. This grouping will be easily understood when depicted in a structure or organizational entity. The organizational structure according to Robbins and Coulter (1999: 282) is a formal framework for the organization, with the skeleton office tasks are divided, grouped and coordinated.

In pengorganisasian conducted by Surabaya PERBANAS library is good enough it is seen from the way they (librarians) when melakuka work a lot while the number of librarians minimal resources they are able to do the work to the maximum. This

shows that they are working with professional and committed. Despite the limitations of the human resources in perustakaan little overcome with intern perbanas (non librarian) but they sometimes do not work like that done by librarians because they are not librarians official so they only work to assist the work of pustakawan and they could not mnegerjakan main task which dilakuka by a librarian.

Broadly speaking, it may organization is mandatory for every library. As noted Robbins and Coelter ie the process of creating the organizational structure. As described above, the library Banks Association also has the organizational structure. They have the head of the library that is fully responsible for the library. On campus 2 also they have a longer to be in charge there. With this, the organization carried out by the Library spelled good enough even with minimal human resources.

### 3. Implementation (actuating)

Actuating or run after their mobilization and organization plan. Siagian (1996: 128) defines the mobilization or execution as a whole effort, techniques and methods to encourage members of the organization to be willing and sincere work as quickly as possible in order to achieve organizational goals effectively, efficiently, and economically. Actuating function is often also referred to other terms, such as leading or directing means directing and commanding that means giving a command. All these terms are essentially the same, that the mobilization of the management functions that relate to how to move members of the organization in order to work in order to increase efficiency and effectiveness. According Stuert and Moran (2002: 317), directives are very complex because in addition to human concerns also concerns the behavior of human beings themselves. The briefing also be complicated, because the man as an individual is unique and different.

In terms of implementation of human resource development, Librarian at the Library Perbanas often participate in various trainings and various seminar. Hal this can be proved by our observations during the internship kemarin. Pada one day, there is a seminar on campus tetangga. Perpustakaan contribute Perbanas send one of the librarians to attend the seminar. However, the question is how the library that contains only a minimal number of librarians and has two libraries on two different campuses split the job, while one of the librarians attend the seminar? In this case, the library has been thought of before D-day seminar / training begins. Indeed, they have their work schedules

masing. Dengan remodel the work schedule slightly, as well as take advantage of additional human resources, in this case the apprentice, library services can continue to operate well even if one pustakawanna middle of the seminar / pelatihan. Untuk avoid such a shortage of human resources librarian when one seminar / training, the libraries must first determine which librarians have time to be able to follow a seminar on this subject librarians on the day of the seminar was busy not as busy as other librarians. In this determination is usually the libraries determine ahead of time before the big day, or for example on the day when the library was first received information about the seminar, they immediately schedule who will be sent. In this case, the head librarian in charge of the library shall be informed. For the interns themselves, they have scheduled events intern. Suppose there is a change in schedule, interns in question will be contacted first. With this, we conclude that although there is not even a librarian intern PERBANAS can still work well, but a little bit hard to handle visitors. This can be seen from the number of visits instensitas that much in one day. Nevertheless Perbanas Library management has worked well for interns who worked there used well as helping job belongs to librarians and librarians can work to replace (temporarily) if the librarian is busy or absent.

As for the mobilization in the library PERBANAS Surabaya itself led by the head of the library in this case Mrs. Munawaroh, S. Sos, M.Si responsible for staff-stafnya. Dalam doing his agitation as pipinan do the job quite well by monitoring staff employees with provide positive motivation to create a conducive working environment that will air impact to the work of staff employees to provide superior service to every user / pengunjung library.

If we pull back the notion that the business execution by Siagian labor mover to want sincere as well as possible, Librarian PERBANAS teah have it. Individual human resources in the Library PERBANAS all work with sincerity and they complement one another. Surely it is intended for the benefit of a common purpose, namely to support the college mission, library function of disseminating information as effectively, accurately, and seefisies possible.

### 4. Supervision (controlling)

Controlling or monitoring referred to as a control function. According Siagian (1996: 169), monitoring the process of observation of all activities of the organization in order to better ensure that all work is being done according to a predetermined plan.

Oversight is one task that is absolutely organized by everyone who occupy managerial positions, ranging from top managers to lower managers who directly control the technical activities organized by all operating personnel. Oversight began the planning process, until the final phase of activities and achieve goals.

Application of supervisory functions in the library. Supervisory functions here as a statement Sule and others who are in his book entitled Introduction to Management Control First Edition as a system of working goals and a variety of planned objectives, designing information systems feedback, comparing the performance achieved by the standards predetermined, to determine whether there are irregularities and significant levels of irregularities and take the necessary measures to ensure that they are used effectively and efficiently in achieving the goals (Baihaqi, 2016). Therefore, the library head to do the monitoring of employee attendance and directly monitor the work done by its employees with details. This is done so that the employees went well and no irregularities occurred while doing the job. And if there are intervals immediately intervened, the deviation fixes with the assistance of other librarians. Library Perbanas which is divided into 2 Library 1 and Library Campus Campus 2 Campus Library 1 requires greater human resources. Because in addition to the room which is much wider than Campus 2, visitors to the campus first also more crowded than 2. Hal campus is because due to the environment in the campus one can be said to be the center Perbanas sendiri. Namun, there are times when the campus of 2 more need of human resources, but rare, We saw on campus 2, HR with 2 people is enough because in addition to not as busy as college 1 room on campus 2 is also much smaller than the campus of one of approximately the size of a reading room, so in surveillance is much more affordable than campus one that has plenty of room, Besides, the intensity of visits students on campus 2 is much less than at the campus 1. Although it can be considered to be sufficient in terms of supervision, 2 Library on campus is equipped with CCTV to help supervise the visitors. It diperuntuk to prevent unwanted things in terms of supervision.

That's more or less the entire implementation of HR Management in Banks Association Library. Then, with the condition of human resources has been described, Library Perbanas each month has a total of approximately 3616 visitors, 2474 visitors on campus one, and approximately less than 1143 visitors on campus 2. Why more on campus 1? Of course this is evident because essentially as described

earlier, that the first campus is the center for Higher Education Perbanas and of course the students, faculty, and the entire academic community in Perbanas mostly located on the campus of 1. In addition, room conditions greater also make one more campus library to accommodate the number of visitors and of course his collection as well.

For rooms / services that can be used on campus one more than on campus 2. The rooms include Space ESAC, Serial Room, and Thesis Room. In data obtained in Sisfo (System / Library computer program that is used to store data Perbanas Library) ESAC room became a favorite place of visitors with approximately 154 visitors per month. To use ESAC and Serial Lounge Room, visitors must fill out the form "Use of the Library Hall" has been provided and then handed over to the librarian. To Thesis Room is not necessary, but must write a final project borrowed form and placed in the space provided

Then, the service could be used by a visitor on campus 2 is a collection of digital services. On campus 2 no room ESAC, Serial Room, and Thesis Room. For the collection of Final on campus 2 is placed on a separate shelf with a collection of common but still one room because as explained previously that room the size of a library on campus 2 reading room so only one room only. For his own collection of digital services is in the eastern corner of the room of the library. Visitors in the service is not much, approximately only about 36 visitors each month.

In the Library itself, of course there is the name of circulation transactions. Perbanas in the library, too. Total monthly Library circulation do 220 transactions per month (on campus 1 and 2). In the circulation transactions are transactions conducted library fines for patrons who were fined for late return of books. Total, per month transact fine library of approximately 102 times the transaction (on-campus 1 and 2). To fines, the library has a system such as the following:

Delay of the day - the same week, RP. 10,000. If more than one week (7 days), the fine will be increased Rp. 1000 per day. For example, if a visitor has a delay of 10 days.

$$\text{Total Penalty} = 10000 + (1000 \times 3) = 13,000$$

Description, 10,000 is a fine one week (7 days), 1000 is a fine per day after a week, 3 is the delay after 7 days, 13,000 is the total fines. So, with the late 10 days, visitors will be terkena charge a fine of 13,000.

It seems passable membingungkan but the system has been applied to the Library Perbanas. Lastly, if

the fines were calculated manually turned out to be different from the system, then penalties used is fines from the system because the incoming data is data from the system later.

With the whole condition of the library has been described, it is practiced with minimal human resources. However, the human resources in the Library keminiman PERBANAS, librarians still able to run the library to help visitors who are mostly academic community itself. This proves that the human resources of the library PERBANAS although minimal, but the quality of its human resources quality is not inferior to other libraries.

## 4 CONCLUSION

Management of human resources in the library Perbanas been running good. This Surabaya can be seen from the functions of the application of human resource management has done well as planning, organizing, and monitoring. Only the implementation of the management functions are not based on the management sciences but adjust to the conditions and needs that exist in the library.

Although human resource planning is not all was done but the leadership of the library trying to melakuka good organization to any staff employees in order to create a working environment that onduisif so as to work as closely as possible. Although the employees' relationship with the staff leadership does not look good but they work and communicate with a high commitment and work with professionals.

In addition, although the staff was minimal karyawan librarian and assisted apprentice Banks Association (non librarian) but they all can work well even if the leadership library sometimes encountered obstacles in controlling and moving the apprentice PERBANAS librarians because they are not genuine but only help the task / job librarian.

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