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## Human Resources Development In Bitung City Library Service

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**Abstract.** This study aims to analyze Human Resource Development at the Bitung City Library Service. This study uses qualitative research methods. There are 6 (six) informants who were interviewed. The current research results indicate that technical guidance activities are virtual and face-to-face. Technical guidance activities are only carried out 2 (two) times a year for the Bitung City Library Service. The level of education of employees is still not by the positions and competencies required. There is still no librarian, and the achievement of work results from employees who have received training is not optimal. Even the existing facilities and infrastructure at the Bitung City Library Service are still inadequate. The Bitung City Library Service does not yet have educational backgrounds or disciplines about libraries. The service has not yet maximized the impact felt by the service on employees who have received socialization related to the main tasks and functions. There is no reading building for the public at the Bitung City Library Service. There is still no archivist, so there is still a lack of human resources at the Bitung City Library Service. Employees are still not able to complete tasks quickly and accurately. Suggestions from researchers are that the implementation of technical guidance activities must be added and maximized. The level of employee education must be by the positions and competencies required.

**Keywords.** Development, Human Resource, Library, Service

### A. Introduction

Public administration is a cooperation process between two or more people in carrying out various rational activities to efficiently and effectively achieve predetermined goals. According to Makmur and Thahier (2016), what is meant by public administration is a form of the human cooperation process. Both meaning working together and means working together rationally, efficiently, and effectively to achieve predetermined goals to realize public expectations. One part of public administration is related to Human Resource Management (HRM). Human Resource Management is the management and utilization of existing resources. According to Schuler (1992) in Lasa Hs (2017), human resources acknowledge the importance of the workforce as an organization. As an essential human resource in contributing to organizational goals and using several functions and activities to ensure that these human

resources are used effectively and fairly for the benefit of individuals, organizations, and society.

The purpose of human resource development is to increase productivity at work. Reduce product or book damage, ensure all activities run efficiently, improve leadership attitudes, create employee and human morale, and even increase remuneration. Human resource development increases the productivity potential of labor resources in terms of knowledge, skills, and abilities through appropriate mechanisms such as education, training, counseling, career planning, performance or self-assessment, awards or prizes, and others. According to Wida Kurniasih (Gamedia Digital), the method for developing human resources includes training or training, internships, education, job rotation, comparative studies, competency tests, and coaching. Education and training play an essential role in strengthening the capabilities of both academic and professional human resources to meet existing organizational goals. This also applies to the Bitung City Library Service.

The library is a learning resource and an information center with planning, organizing, mobilizing, and monitoring in one work unit to collect, provide, manage. Even maintain a collection of library materials that are managed and arranged in a certain way, and utilize human resources. as a source of information to organize and manage existing library materials. The Government Regulation of the Republic of Indonesia, Number 24 of 2014 concerning the Implementation of Law Number 43 of 2007 concerning Libraries, explains that Regency/City Libraries are regional libraries that function as supervisor reference libraries. Point 15 A librarian has competence obtained through librarianship education or training and has duties and responsibilities to carry out library management and services. Article 32, paragraph 1 explains that the library staff consists of librarians and technical staff of the library.

Bitung Mayor Regulation Number 34 of 2016 concerning Position, Organizational Structure, Duties, and Functions, and Work Procedure of the Bitung City Library, and Archives Service Article 17 states that the Library, and Human Resources Development Section has duties including: a) preparing technical policy formulation materials, and planning materials, and programs for the development, development, and utilization of libraries; b) prepare materials/data as well as carry out improvement of human resources, and library management including technical guidance, education, and training, socialization, and development of librarian functional staff; c) prepare materials, and carry out guidance, and provide instructions for all types of libraries, both government, and private institutions; d) carry out education, and training as well as guidance for human resources within the scope of the library; e) develop a plan for outreach, and outreach of the library; f) prepare plans for research, assessment, system development, human resources, and City Government libraries; g) coordinate with other work units related to the scope of their duties; h) compiling reports on the results of the implementation of tasks; and i) carry out other official duties assigned by the Head of Division.

The number of employees at the Bitung City Library Service is 19 employees with 12 ASNs, and seven people for freelance daily workers. The ASN and THL in the Bitung City Library Service have a background in Law, Education, Social, and Economics and are SMK or SMA graduates. This service has a vision to "make the Bitung City Library Service a center for learning activities towards Bitung City Loves to Read and Archives Center." It has a mission to "Develop a collection of library materials, increase the professionalism, and competence of human resources for the library, and archive managers, develop public interest in reading towards the community. Who are intelligent, develop a reading culture, develop infrastructure through improving facilities and infrastructure, and preserve library materials as a characteristic of the nation's culture.

Based on the research results conducted by researchers, several problems occur related to Human Resource Management at the Bitung City Library Service. It starts from the level of employee education that is still not by the positions and competencies required. Even at the Bitung City Library Service, there are no employees with a background in education or scientific discipline regarding the library. There is still no librarian. The achievement of the work results of employees who have received training is not optimal. Technical guidance activities are only carried out 2 (two) times a year for the Bitung City Library Service. Even the facilities and infrastructure in the Bitung City Library Service are still inadequate, and employees can still not complete tasks quickly and precisely. So, the development of human resources is indeed critical and necessary to support and realize the organizational goals in the Bitung City Library Service. It can even come to the development of digital library services (*digital library*). This needs to be done because, at this time, the field of Information and Communication Technology has become a basic need for libraries.

## **B. Literature review**

### **1. Management Concept**

Management comes from the French word "*management*," which means the art of managing or managing something. In English, the word "*manage*" means to control or manage. Etymologically management is the art of directing others to achieve the main goals of an organization or business through planning, organizing, managing, and controlling resources effectively and efficiently [1]. According to GR Terry (2010), management is a unique process consisting of planning, organizing, mobilizing, and controlling actions to determine and achieve goals through human resources and other resources [2]. Furthermore, Handoko (2009) defines management as the process of planning, organizing, directing, and supervising the efforts of organizational members and the use of other organizational resources to achieve predetermined organizational goals [3]. According to Hasibuan (2013; 1), management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently. From some of the definitions above, it can be interpreted that management is the process of planning, organizing, controlling, and supervising to achieve the goals that have been set effectively and efficiently [4].

According to Zulkifli Amsyah in Andi Prastowo (2012), management manages human resources, materials, and methods based on management functions to achieve goals efficiently and effectively [5]. According to Stoner (1996), management is the process of planning, organizing, leading, and controlling the efforts of organizational members and the use of all organizational resources to achieve the goals set [6]. Siswanto (2010) explains that management is the art, and science of planning, organizing, directing, motivating, and controlling people and work mechanisms to achieve goals [7]. Meanwhile, according to Manullang (2008), management is an art. Science of planning, organizing, compiling, directing [8], and controlling resources to achieve the goals that have been set [9].

### **2. Human Resource Management Concept**

Definition of Human Resource Management cited by Malay SP Hasibuan (2013) states that HRM is the science and art of regulating the relationship and role of the workforce to be practical and efficient in helping the realization of the company's goals employees, and society. According to Fathoni (2006), human resource management is a control process based on the management function of human resources [10]. According to Schuler et al. (1992) in Lasa Hs (2017), human resources acknowledge the importance of the workforce as an organization, as

an essential human resource in contributing to organizational goals and using several functions and functions. Activities to ensure that these human resources are used effectively and fairly for individuals, organizations, and society. Human resources are the most dominant element for a library compared to other resources. Libraries will develop if they are managed by human resources who have professional competence. Processing and utilization of human resources are developed optimally in work to achieve organizational goals and individual or employee development [11]. One of the problems faced by libraries is related to human resources. Experience and reality in the field show that few libraries are led by people who do not have management competence and are not experts in libraries [12].

Robert and Jackson (2001) define human resource management as designing formal systems to ensure effective and efficient human talent to achieve organizational goals. Through good human resource management, each library staff is expected to carry out their duties to advance. According to Harvey and Bowen (1996) in Lasa Hs (201), hum. Resource management is an activity that grows, develops, motivates, and maintains high performance in organizations. Then according to Mangkunegara, human resource management is the processing and utilization of resources that exist in individuals (employees) (Mangkunegara, 2001).

Furthermore, according to Flippo (1980) in Lasa Hs (2017), human resource management is planning, organizing, directing, and supervising procurement activities, development, compensation, integration, maintenance. Moreover, releasing human resources to achieve goals. The management process must be based on functions to empower various existing resources, including planning, organizing, mobilizing or implementing, and monitoring [13].

- Human resource management aims to improve the productive contribution of people to the organization in a strategic, ethically, and socially responsible manner. The purpose of human resource management, in general, is to ensure that the organization can achieve success through the cooperation and active contribution of people. Meanwhile, precisely according to Sedarmayanti (2007), human resource management aims to: Enable organizations to obtain and retain skilled, trustworthy, and highly motivated employees as required by the organization;
- Enhance, and improve the inherent capacities of people, their contributions, abilities, and skills;
- Develop a high-performance work system that includes rigorous recruitment and selection procedures—a performance-dependent compensation and incentive system, management development, and training activities related to business needs.

So, it is increasingly realized that human resource management is beneficial for placing people according to work needs, treating employees by their rights and obligations. They give fair and relatively equal rewards to other people in the organization. To empower people according to their potential, holding training to produce work, organizational effectiveness, and efficiency, helping organizations achieve their vision and mission effectively and efficiently [14].

Then it is undeniable that human resource management is a central factor in an organization [15]. Therefore, whatever the form and purpose, humans' position in the organization plays a strategic role. Human resource management has a significant role for the organization, as shown in the table below [16]:

Table 1. Organization as shown in the table below:  
Strategic Role of Human Resource Management

| Indicator     | Administration  | Operation   | Strategy   |
|---------------|---|---|--|
| Focus         | Administration process and data storage   | Support activities  | Broad, and global organization   |
| Time          | Short-term (less than one year)   | Medium-term (1-2 years)   | Long term (2-5 years)  |
| Type Activity | They perform labor benefits administration, conduct new workforce orientation, interpret human resource policies and procedures, and prepare similar job reports. | Manage compensation program, recruiting, and selecting vacant positions, conducting training, handling labor complaints | Assess trends in workforce problems, undertake development plans, assist organizations in restructuring, and downsizing, advise on mergers, and acquisitions, plan compensation strategies |

Source: Robert Mathis, and John Jackson (2001)

### 3. Human Resource Development at the Library Service

Human resource development increases the productivity potential of labor resources in terms of knowledge, skills, and abilities through appropriate mechanisms such as education, training, counseling, career planning, performance or self-assessment, awards or prizes, and others [17]. Education and training play an essential role in strengthening the ability of both academic and professional human resources to meet organizational goals. According to Achmad S.Ruky (2006), human resource development for employees is a systematic learning and training process to improve their competence and performance in their current work and prepare themselves for future roles and responsibilities. Development is undoubtedly closely related to training, where training and development is an organizational effort to improve the quality and performance of employees. Moreover, reduce the gap between employee abilities and those desired by the organization because training and human resource development programs are an activity that cannot be separated from human resource management activities. In short, human resource development is a process for human resources to improve their knowledge, skills, and abilities through continuing education or training aimed at achieving organizational goals. Human resource development in the organization is a program to improve the quality of employees [18]. Development is defined as the preparation of individuals to assume different or more responsibilities within the organization. Development rests on the fact that an employee will need advanced knowledge, skills, and abilities to perform well in a succession of positions held during his career. This long-term career preparation of an employee for a series of positions is meant by development. Thus development is more focused on the long-term general needs of the organization. The results are indirect and can only be measured long-term [19].

Henry Simamora (2004) defines training as a learning process involving acquiring skills, concepts, rules, or attitudes to improve employee performance. Meanwhile, Robert Mathis and Jackson (2002) suggest that training is a process in which people achieve particular

abilities to help achieve organizational goals [20]. Furthermore, according to Sedarmayanti (2007), training in behavioral science is a line and staff activity whose goal is to develop leaders to achieve greater individual work effectiveness [21]. Moreover, better interpersonal relationships in organizations, and leader adjustment—enhanced the context of the whole environment. Similarly, according to Andrew Sikula, development is a long-term educational process utilizing a systematic and organized procedure. In which managerial personnel learns conceptual and theoretical knowledge for general purposes. Training and development is an essential investment in human resources. Training involves all human resources to gain knowledge and learning skills to be soon able to use them on the job. Training is needed because of the gap between the skills of current workers and the skills needed to occupy a new position or to anticipate demands [22].

According to Jeffrey Mello (2006), training and human resource development are increasingly becoming major strategic issues for various reasons [23]:

- Rapid technology changes continue to increase skill wear and tear rates. Organizations need to continue training their human resources using the best and latest technology available to remain competitive. Managing such a fast-paced or turbulent environment creates a need for continuous learning for managers;
- Job redesign in jobs with broader responsibilities requires human resources to estimate more responsibilities, take the initiative, and develop interpersonal skills to ensure performance and success. Human resources need to acquire broader skills and be provided with assistance with development opportunities through group work, collaboration, and conflict management

#### **4. Library Related Regulations**

According to the Government Regulation of the Republic of Indonesia, Number 24 of 2014 concerning the Implementation of Law Number 43 of 2007 concerning Libraries. Article 1 point 9 explains that Regency/City Libraries are regional libraries that function as supervisors, reference, research, and preservation libraries domiciled in the district/city capital. Point 15 A librarian has competence obtained through librarianship education or training and has duties and responsibilities to carry out library management and services. Article 32 explains that 1) library staff consists of librarians and library technical staff; 2) library staff, the library can have experts in libraries. 3) Library technical staff are non-librarian staff who technically support the implementation of library functions. 4) Librarians, technical staff of libraries, experts in the field of libraries, and heads of libraries have the main tasks, qualifications, or competencies [24].

Furthermore, article 33 explains 1) Librarians have the minimum academic qualifications of diploma two (D-II) in the field of libraries from accredited universities; 2) Everyone who has a minimum academic qualification of diploma two (D-II) outside the library field from an accredited university can become a librarian after graduating from education, and training in the field of the library; 3) Education, and training in the field of libraries is organized by the National Library or other institutions accredited by the National Libraries or accrediting agencies; 4) Further provisions regarding education, and training shall be regulated by the Regulation of the Head of the National Library [25]. Article 34 describes that 1) Librarians must have professional competence and personal competence; 2) Professional competence includes aspects of knowledge, skills, and work attitudes; 3) Personal competence includes aspects of personality and social interaction; 4) Further provisions regarding the competence of librarians are regulated by the Regulation of the Head of the National Library. Then Article 35 paragraph 1) Librarians must have a certificate of competence; 2) Competency certificates are the basis

for consideration for librarian career advancement; 3) The certification body gives a certificate of competence; 4) Further provisions regarding the certification body shall be regulated by the Regulation of the Head of the National Library. Article 36 further explains that library technical staff carry out activities that are helpful in functional work carried out by librarians and carry out other library functions [26]. Then Article 37 paragraph 1) Library technical staff are non-librarian staff who technically support the implementation of library functions. 2) Non-librarian staff consists of computer technical personnel, audio-visual, administrative, and technical personnel [27].

Bitung Mayor Regulation Number 34 of 2016 concerning Position, Organizational Structure, Duties, and Functions, and Work Procedure of the Bitung City Library, and Archives Service Article 17 states that the Library, and Human Resources Development Section has duties including: a) preparing technical policy formulation materials, and planning materials, and programs for the development, development, and utilization of libraries; b) prepare materials/data as well as carry out improvement of human resources, and library management including technical guidance, education, and training, socialization, and development of librarian functional staff; c) prepare materials, and carry out guidance, and provide instructions for all types of libraries, both government, and private institutions; d) carry out education, and training as well as guidance for human resources within the scope of the library; e) develop a plan for outreach, and outreach of the library; f) prepare plans for research, assessment, system development, human resources, and City Government libraries; g) coordinate with other work units related to the scope of their duties; h) compiling reports on the results of the implementation of tasks;, and i) carry out other official duties assigned by the Head of Division [28].

### **C. Research methods**

This research belongs to the qualitative research approach, with the object of research on human resource development at the Bitung City Library Service. Through a qualitative approach, it is hoped that the researcher will be able to fully and comprehensively describe the phenomenon under study as described in the research focus so that in the end. It can answer the problems formulated and based on a qualitative approach. Data collection techniques are the most strategic step in research because the primary purpose of this research is to obtain data. Data collection can be done with the following steps: When entering the research location, the researcher tries to get to know the conditions and social situations in the field either through direct or indirect observation. This can facilitate the researcher for the following data collection process. When already at the research location, the researcher introduces himself and reports on the aims and objectives of the researcher while showing all documents related to the research permit to obtain information. This data collection is divided into 2 (two) types: In-depth interview (in-depth interview). The purpose of this interview is to find problems more openly, where the parties invited to the interview are asked for opinions and ideas. Researchers need to listen carefully and take notes on what the informant says in conducting interviews. After that, by making direct observations of the object under study, the aim is to obtain materials related to research. Miles and Huberman (2014) used the data analysis technique with data reduction, data presentation, drawing conclusions, or verification. Data reduction is an activity to summarize field notes by sorting out the main things related to the research problem. Then the notes are arranged systematically to provide an overview relevant to the research focus. After the data is reduced, the next step is to present the data. The data is organized and arranged in a relationship pattern to be easy to understand through the presentation of the data. Presenting the

data will make it easier to understand what happened and plan further work based on what has been understood. Conclusions were drawn from the beginning of the study to the end. The initial conclusions are temporary and can change if solid evidence supports the data collection stage. Conclusions are drawn by looking for patterns and data relationships relevant to the research focus, then outlined in the conclusion.

#### **D. Research results and discussion**

##### **1. Human Resource Development Efforts at the Bitung City Library Service**

According to Hasibuan (2013; 1), management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently. Meanwhile, according to Zulkifli Amsyah in Andi Prastowo (2012), management manages human resources, materials, and methods based on management functions to achieve goals effectively. Furthermore, Handoko (2009) defines management as the process of planning, organizing, directing, and supervising the efforts of organizational members and the use of other organizational resources to achieve predetermined organizational goals. From some of the definitions above, it can be interpreted that management is the process of planning, organizing, controlling, and supervising to achieve the goals that have been set effectively and efficiently. In this case, the library will not run well and achieve its role and function if it does not involve management in its implementation. No matter how complete the library is, it will not satisfy the users with its information services. The library owns all the information sources if the management does not support them. For that, the manager or library leader needs to know the role of management in the library, according to Iskandar (2016), namely) as the science that needs to be mastered, studied, and understood by every leader to manage all the resources in the library so that they can run together to achieve library goals. 2) As a reference in implementing a user-based system. It continues to run well by the plans and objectives that have been set. 3) As an activity that can realize library performance's goals and objectives. 4) As a means that can unite librarian resources to act and work together in achieving the library's vision and mission.

From the explanation above, it can be understood that what is meant by management is the process of planning, organizing, directing. Moreover, controlling by utilizing organizational resources—both human and non-human resources to achieve organizational goals. At the same time, management in the library is to carry out activities to organize, direct, guide, control to carry out librarianship tasks to achieve organizational goals. So, management is indeed needed so that the activities in the library can run effectively and efficiently by being carried out based on management functions. Including planning functions, organizing, mobilizing, or implementing functions, and existing supervisory functions. Human resources are the most dominant element for a library compared to other resources. Libraries will develop if they are managed by human resources who have professional competence. Processing and utilization of human resources are developed optimally in work to achieve organizational goals and individual or employee development. One of the problems faced by libraries is related to human resources. Experience and reality in the field show that few libraries are led by people who do not have management competence and are not experts in libraries.

Furthermore, according to Flippo (1980) in Lasa Hs (2017), human resource management is planning, organizing, directing, and supervising procurement activities, development, compensation, integration, maintenance, and releasing human resources to achieve goals. The management process must be based on management functions to empower

various existing resources, including planning, organizing, mobilizing or implementing, and monitoring. Human resource development increases the productivity potential of labor resources in terms of knowledge, skills, and abilities through appropriate mechanisms such as education, training, counseling, career planning, performance or self-assessment, awards or prizes, and others. Education and training play an essential role in strengthening the ability of both academic and professional human resources to meet organizational goals.

Development is undoubtedly closely related to training. Where training and development is an organizational effort to improve employees' quality and performance and reduce the gap between employee abilities, moreover, those are desired by the organization because training and human resource development programs are an activity that cannot be separated from human resource management activities. In short, human resource development is a process for human resources to improve their knowledge, skills, and abilities through continuing education or training aimed at achieving organizational goals. Human resource development in the organization is a program to improve the quality of employees. Development is defined as the preparation of individuals to assume different or more responsibilities within the organization. Development rests on the fact that an employee will need advanced knowledge, skills, and abilities to perform well in a succession of positions held during his career. Training and development programs consist of 5 (five) steps: First needs analysis; Know the specific job skills needed, analyze the skills and needs of the candidate to be selected, and develop measurable, specific knowledge and achievement goals. Analyzing it depends on whether the employees to be trained are old or new. The main task in analyzing a new employee is to determine what the job requires, and break it down into sub-tasks, then each sub-task will be taught to new employees. Analyzing the training needs of existing employees can be more complicated, as managers have the additional task of deciding whether training is the solution.

Several ways of analyzing needs include 1) Task analysis, a detailed study of the job to determine the specific skills needed. This task analysis is used to assess the training needs of new employees. Job descriptions and job specifications are helpful. This list of specific responsibilities and skills will serve as an essential reference in determining the training required. 2) Performance analysis, that is, this analysis is used to assess training needs for existing employees. Performance analysis is the process of verifying the existence of performance deficiencies and determining whether these deficiencies should be corrected through training or other means. This performance analysis can use several methods, such as performance reports from supervisors and colleagues. In addition, data related to job performance (including productivity, absenteeism, tardiness, accidents, short-term illness, fatigue). Other methods are observations by supervisors or other experts, interviews with employees or supervisors, tests for job knowledge, skills, and attendance. Another thing is the attitude survey method, daily employee schedule, and assessment center.

Second plan instruction; To decide, compile, and produce training program Conte, not including workbooks, exercises, and activities. Third Validation; The individuals involved create a training program by presenting it to several representative audiences. Fourth Implement the program; Train targeted employees in training and development programs. Fifth, evaluation and follow-up, A stage where management will assess the success or failure of the program. Regardless of the various methods available, regardless of the form of the method chosen, the method must meet the principles such as 1) Motivate the trainees; 2) Demonstrate skills; 3) Must be consistent with the content of the training; 4) Participants actively participate; 5) Provide opportunities for skill expansion; 6) Provide feedback; 7) Pushing from

training results to work; 8) Must be cost-effective. There are various approaches to human resource development in organizations. 1) Workplace Development Approach. The main difficulty of development in the workplace is that unplanned activities are often perceived as development. The forms of the development approach in the workplace are: Coaching is a continuous learning process; Job rotation moves an employee from one position to another. 2) Approach to Development Outside the Workplace; In-class and degree courses; Human relations training; Case study; Roleplay; Simulation (business game); Sabbatical.

Human resource development must analyze both the organizations and individual/personal needs. Neither the organization nor the individual can analyze what a person needs. The methods used by organizations to measure development needs are center assessments, psychological tests, and performance appraisals. According to the Government Regulation of the Republic of Indonesia, Number 24 of 2014 concerning the Implementation of Law Number 43 of 2007 concerning Libraries, article 1 point 9 explains that Regency/City Libraries are regional libraries. That functions as supervisor, reference, research, and preservation libraries domiciled in district/city capital. Article 32 explains that 1) library staff consists of librarians and library technical staff; 2) library staff, the library can have experts in libraries. 3) Library technical staff are non-librarian staff who technically support the implementation of library functions. 4) Librarians, technical staff of libraries, experts in the field of libraries, and heads of libraries have the main tasks, qualifications, or competencies.

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Based on this theory, it is related to the research results that the researchers have done. Several findings develop human resources in the first sub-focus of technical guidance, including technical guidance given to employees. Technical guidance activities are carried out in virtual form. Also, face-to-face and technical guidance activities are only carried out 2 (two) times a year for the Bitung City Library Service. In the second sub-focus, it was found that the level of education of employees is still not by the positions and competencies required by the Bitung

City Library Service. There is still no librarian at the City Library Service. The types of training provided to employees include technical guidance activities: training, comparative studies, and even socialization. Then the leaders and employees have to know the implementers of education and training activities. However, the achievement of the work results of employees who have received training is not optimal. Even the existing facilities and infrastructure at the Bitung City Library Service are still inadequate. In the third sub-focus, namely socialization, it was found that the forms of socialization provided in the context of developing human resources were of various kinds. The Bitung City Library Service did not have educational backgrounds or scientific disciplines about libraries. Leaders and Employees knew the implementers of socialization activities. Also, the impact felt by the agency has not been maximized to the employees who have received socialization related to the main tasks and functions.

## **2. Influencing Factors in the Development of Human Resources at the Bitung City Library Service**

According to Fathoni (2006), human resource management is a control process based on the management function of human resources. Meanwhile, according to Schuler et al. (1992) in Lasa Hs (2017), human resources acknowledge the importance of the workforce as an organization, as an essential human resource in contributing to organizational goals and using several functions. Moreover, activities to ensure that these human resources are used effectively and fairly for the benefit of individuals, organizations, and society. Robert and Jackson (2001) define human resource management as designing formal systems to ensure effective and efficient human talent to achieve organizational goals. Through good human resource management, each library staff is expected to carry out their duties to advance the existing library. Furthermore, according to Nawawi (2000), the application of human resource management in organizations will provide various benefits such as 1) The organization/company will have an accurate human resource information system; 2) The organization/company will have the results of the job/position analysis, in the form of a description, and or specification of the most recent job/position; 3) The organization/company can prepare, and determine human resource planning that supports business activities; 4) The organization/company will be able to improve the efficiency, and effectiveness of recruitment, and selection of workers.

The objectives of human resource management include 1) Community goals; Be socially and ethically responsible for the needs of society and the challenges of society, and minimize the negative impact of these demands on the organization. 2) organizational goals; Human resource management is a tool to assist organizations in achieving goals such as utilizing the workforce efficiently and effectively, increasing company productivity, communicating human resource policies to all employees. 3) Functional purpose; Helping human resources improve quality to contribute to the organization by providing innovative recruitment, training, and development programs and finding approaches to motivate the best people. 4) Personal Purpose; Assist employees in achieving their personal goals to the extent that they help contribute to the organization. Employees' personal goals must be met if they maintain and motivate them. Otherwise, their performance and satisfaction levels will decrease, even leaving the organization. So, it is increasingly realized that human resource management is beneficial for placing people according to work needs. Treating employees by their rights and obligations, giving fair and relatively equal rewards to other people in the organization, empowering people according to their potential, holding training to produce work, and

organizational effectiveness, and efficiency, helping organizations to achieve the organization's vision, and mission effectively, and efficiently.

In short, human resource development is a process for human resources to improve their knowledge, skills, and abilities through continuing education or training aimed at achieving organizational goals. Henry Simamora (2004) defines training as a learning process involving acquiring skills, concepts, rules, or attitudes to improve employee performance. Meanwhile, Robert Mathis and Jackson (2002) suggest that people achieve specific abilities to help achieve organizational goals. Furthermore, according to Sedarmayanti (2007), such as William G Scott's opinion, training in behavioral science is a line and staff activity whose purpose is to develop leaders to achieve greater employee job effectiveness and better interpersonal relationships in organizations, and leader adjustment—enhanced to the context of the whole environment. Similarly, development is a long-term educational process utilizing a systematic and organized procedure in which managerial personnel learns conceptual and theoretical knowledge for general purposes.

According to Jeffrey Mello (2006), training and human resource development are increasingly becoming major strategic issues for various reasons. 1) Rapid changes in technology continue to cause an increased level of skill wear and tear. To remain competitive, organizations need to continue training their human resources the best, at latest technology available. Managing such a fast-paced or turbulent environment requires continuous learning for managers. 2) Job redesign in job responsibilities requires human resources to estimate more responsibilities, take initiatives, and further develop interpersonal skills to ensure performance and success. Human resources need to acquire broader skills and be provided with assistance with development opportunities through group work, collaboration, and conflict management; 3) Mergers and acquisitions have increased rapidly. This activity integrates human resources with a very different culture from one organization to another. When the financial results and performance of mergers and acquisitions activities are lower than planned, the reason usually lies in the human resource system rather than the operational or financial management system. 4) Human resources move from one employer to another with greater frequency than in the previous period. With lower loyalty to a particular employer and more to the HR career itself, more time must be spent integrating new human resources into the workplace.

Furthermore, article 33 explains 1) Librarians have the minimum academic qualifications of diploma two (D-II) in the field of libraries from accredited universities; 2) Everyone who has a minimum academic qualification of diploma two (D-II) outside the library field from an accredited university can become a librarian after graduating from education, and training in the field of libraries; 3) Education, and training in the field of libraries is organized by the National Library or other institutions accredited by the National Libraries or accrediting agencies; 4) Further provisions regarding education, and training shall be regulated by the Regulation of the Head of the National Library. Article 34 describes that 1) Librarians must have professional competence and personal competence; 2) Professional competence includes aspects of knowledge, skills, and work attitudes; 3) Personal competence includes aspects of personality and social interaction; 4) Further provisions regarding the competence of librarians are regulated by the Regulation of the Head of the National Library. Then Article 35 paragraph 1) Librarians must have a certificate of competence; 2) Competency certificates are the basis for consideration for librarian career advancement; 3) The certification body gives a certificate of competence; 4) Further provisions regarding the certification body shall be regulated by the Regulation of the Head of the National Library. Article 36 further explains that library technical

staff carry out activities that are helpful in functional work carried out by librarians and carry out other library functions. Then Article 37 paragraph 1) Library technical staff are non-librarian staff who technically support the implementation of library functions. 2) Non-librarian staff consists of computer technical personnel, audio-visual, administrative, and technical personnel.

Human resource development must analyze both the organization and individual/personal needs. Neither the organization nor the individual can analyze what a person needs. The methods used by organizations to measure development needs are center assessments, psychological tests, and performance appraisals. Based on this concept, if it is related to the research results that the researchers have done, there are obstacles in developing human resources at the Bitung City Library Service. There are findings, including obstacles in the knowledge sub-focus. There is no reading building for the community at the Library Service Bitung City, then the existing leaders still do not understand the existing provision. Even the Head of the personnel department still does not understand the competencies needed for librarians. There is still no archivist at the Bitung City Library Service. There is still a lack of human resources in Bitung City. Bitung City Library Service. The next obstacle is in the sub-focus of expertise. The work improvement is still not optimal by employees who have attended technical guidance or training. Even employees can still not complete tasks quickly and precisely, but there are positive findings: employees have provided innovations. Who has attended training or technical guidance?

### **Conclusion**

Based on the research data, results are described, analyzed, and discussed the research results described in the previous chapter. So several conclusions are stated related to this research, namely as follows:

1. Technical guidance activities are conducted in the virtual and face-to-face. Technical guidance activities are only carried out 2 (two) times a year for the Bitung City Library Service.
2. The level of education of employees is still not by the positions and competencies required. There is still no librarian, and the achievement of work results from employees who have received training is not optimal. Even the existing facilities and infrastructure at the Bitung City Library Service are still inadequate.
3. The Bitung City Library Service does not yet have educational backgrounds or disciplines about libraries. The service has not yet maximized the impact felt by the service on employees who have received socialization related to the main tasks and functions.
4. There is no reading building for the public at the Bitung City Library Service,
5. Existing leaders still do not understand the specifics of the existing task, even the Head of the Personnel Division still does not understand in detail the competencies needed for librarians
6. There is still no archivist, so there is still a lack of human resources at the Bitung City Library Service.
7. Employees who have participated in technical guidance or training have not optimally increased their work. Even employees are still unable to complete tasks quickly and precisely.

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