

# Optimizing Librarian Performance in Improving the Efficiency and Quality of Library Services

<sup>1</sup>Eny Supriati, <sup>2</sup>Hari Murbayanto, <sup>3</sup>Laila Tri Nurmasari

<sup>1</sup> Library of Ponorogo State Islamic Institute

<sup>2</sup> SMPN 03 Dolopo Madiun District Education Office

<sup>3</sup> Graduate Students of Ponorogo State Islamic Institute

Email: <sup>1</sup>enysupriati@iainponorogo.ac.id, <sup>2</sup>harimurbayanto@gmail.com, <sup>3</sup>lailatrinurmasari97@gmail.com

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## Abstract

Libraries, as educational institutions and information centers, are essential in providing efficient and quality services to their users. Librarians' performance is a crucial factor in achieving these goals. This study aims to optimize the performance of librarians to improve the efficiency and quality of library services. They use a qualitative approach with data collection through various sources, including documentation, interviews, and observations. The collected data is analyzed through three steps, namely data reduction, data presentation, then drawing data conclusions to identify factors that affect librarian performance and analyze the implications with the efficiency and quality of library services. The results showed that several factors can affect the performance of librarians. These factors include librarians' knowledge and skills, management support, use of information technology, collaboration between librarians, and work motivation. This research also identifies several strategies that can be applied to improve the performance of librarians, including training and development, improved communication, and cooperation between librarians. By optimizing librarian performance through the implementation of appropriate strategies, libraries can achieve higher operational efficiency and improve the quality of services provided to users. The results of this research can guide libraries in developing policies and programs to improve librarian performance and the efficiency and overall quality of library services.

**Keywords:** Librarian performance, quality of service, library

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## Abstrak

Perpustakaan sebagai lembaga pendidikan dan pusat informasi memainkan peran penting dalam memberikan layanan yang efisien dan berkualitas kepada penggunanya. Kinerja pustakawan menjadi faktor kunci dalam mencapai tujuan tersebut. Penelitian ini bertujuan untuk mengoptimalkan kinerja pustakawan guna meningkatkan efisiensi dan kualitas layanan perpustakaan. Menggunakan pendekatan kualitatif dengan pengumpulan data melalui berbagai sumber, termasuk dokumentasi, wawancara, dan observasi. Data yang terkumpul dianalisis melalui tiga langkah yakni reduksi data, penyajian data kemudian penarikan kesimpulan data untuk mengidentifikasi faktor-faktor yang mempengaruhi kinerja pustakawan dan menganalisis implikasinya dengan efisiensi dan kualitas layanan perpustakaan. Hasil penelitian menunjukkan bahwa terdapat beberapa faktor yang dapat mempengaruhi kinerja pustakawan. Faktor-faktor tersebut meliputi pengetahuan dan keterampilan pustakawan, dukungan manajemen, penggunaan teknologi informasi, kolaborasi antara pustakawan, dan motivasi kerja. Penelitian ini juga mengidentifikasi beberapa strategi yang dapat diterapkan untuk meningkatkan kinerja pustakawan, antara lain pelatihan dan pengembangan, peningkatan komunikasi, dan kerjasama antara pustakawan. Dengan mengoptimalkan kinerja pustakawan melalui implementasi strategi yang tepat, perpustakaan dapat mencapai efisiensi operasional yang lebih tinggi dan meningkatkan kualitas layanan yang diberikan kepada pengguna. Hasil penelitian ini dapat menjadi pedoman bagi perpustakaan dalam mengembangkan kebijakan dan program untuk

*meningkatkan kinerja pustakawan serta meningkatkan efisiensi dan kualitas layanan perpustakaan secara keseluruhan.*

**Kata kunci:** Kinerja Pustakawan, Kualitas Layanan, Perpustakaan.

## Introduction

Libraries play an essential role in society, as organizations aim to provide a variety of reference sources. Library development will increase and provide more significant benefits if supported by quality human resources. In this case, the librarian plays a key role as someone with expertise and knowledge in the field of library science so that it can provide the best service for its users.

The development of the times demands a paradigm shift in libraries by placing users as the focus of all activities. The competitive situation influences libraries to improve the quality of their services and identify gaps between expectations and the reality of services users receive. Improving service quality will positively impact library performance and increase user satisfaction and loyalty (Utomo, 2018).

Librarians have an excellent performance responsibility in improving the quality of library services to ensure the available information resources are complete and up-to-date. Factors such as motivation and a conducive work environment strongly influence librarian performance. Therefore, library management must ensure librarians have good motivation and a supportive work environment to achieve optimal performance and provide quality services.

Although libraries have an essential role, in reality, there are still some libraries that still need adequate human resources. So the quality of service could have run better. Therefore, improving librarians' quality of education through higher formal education is essential. In addition, increasing human resources can also be done through seminars, workshops, and training in the library field. Thus, it is expected to improve the performance of librarians in providing good service to their users.

The library has sufficient human resources, with a total of 13 people. From the existing human resources, 10 people already have professional quality knowledge and skills. The level of education evidences this with a background in library science. Some attend library training—then supported by 3 non-library personnel. Of course, this is a great hope for IAIN Ponorogo that there will be a good performance for librarians in improving the quality of services in the library.

Research related to employee performance has been done before, including (Suwardi, 2018) explained the results of his research that the achievement of librarian work is a performance indicator that shows the achievement of a librarian. Librarians with high interest and expectations for achievement can create work strategies that make it easier for them to achieve their goals. Therefore, a conducive library atmosphere and motivating librarians to achieve achievements are essential for the library's progress.

Next, research is conducted on a company where employee performance is essential in achieving company goals. A manager must know and understand the factors that affect employee performance, such as motivation, competence, and compensation. Good motivation will improve employee performance, while adequate competence and compensation also affect performance in carrying out their duties and responsibilities. Managers must maximize employees' potential and minimize their shortcomings to achieve company goals (Setyo et al., 2022).

Kusuma (2019) explained that the Perfect Library is a library that can provide complete information resources, adequate facilities, and maximum service. The performance of qualified librarians and staff

is the key to realizing a perfect library, with high dedication and the ability to process library materials as a source of information. Supporting facilities must also be well maintained to provide satisfactory service so that users can use information sources comfortably. The results showed that library services in Darul Ma'arif were satisfactory, with a satisfaction level of 71.90% to 80.48%. It is expected that services, access to information, and facilities can be improved according to national library standards.

Next, Nahrun et al. (2020) test and analyze the influence of leadership on employee performance and test and analyze the influence of the Work Environment on employee performance. Using primary data with a sample of all employees of the Education and Culture Office of Pinrang Regency, South Sulawesi Province, as many as 56 people. The Multiple Linear Regression analysis method used questionnaires, interviews, and observations. The results showed that leadership has a significant influence on employee performance, and the work environment has a significant influence on employee performance. Leadership has the most dominant influence on employee performance. This means that both variables simultaneously affect employee performance.

Previous research shows similarities, namely the same as studying employee performance. However, this study has differences from previous studies, where this study discusses the performance of librarians in improving the quality of services in the IAIN Ponorogo Library. Therefore, this research is essential to complement pre-existing research.

## Research Methods

Research methods using qualitative (Moleong, 2018) with a case study approach. The case study approach allows researchers to gain a comprehensive and in-depth understanding of an institution, individual, or group with careful analysis. Data collection through interviews, documentation, and observation.

Data analysis through three steps, data reduction, data presentation, then drawing data conclusions (Matthew et al. et al., 1992). Data reduction is selecting, simplifying, and organizing data from field notes. This helps classify and route relevant data, facilitates analysis, and verifies conclusions. Data presentation is the process of describing the information that enables inference and action. Qualitative data can be presented as narratives, matrices, diagrams, tables, or charts. After obtaining the data, researchers analyze and communicate with the existing theoretical foundation. Data inference is the final stage of data analysis that involves interpretation to find the meaning of the data presented. The informant of this research is a librarian and library user at IAIN Ponorogo.

## Results and Discussion

IAIN Ponorogo Library, as an educational institution and information center, is essential in providing efficient and quality services to its users. The library's success in providing good services to students and lecturers, as well as all academicians at IAIN Ponorogo, will not be separated from the performance of librarians. Librarians, as managers and providers of information, have a central role in running library operations and providing services that meet user needs.

The performance of librarians at IAIN Ponorogo directly impacts the efficiency and quality of services provided by the library. Librarians have been able to meet targets and complete tasks on time. With their expertise and discipline, librarians can maintain library operational efficiency, manage collections well, and provide responsive services to users. The ability of librarians to achieve targets and complete tasks on time indicates good performance and can positively impact the efficiency and overall quality of library services.

The librarians' ability at IAIN Ponorogo to communicate and work with colleagues and superiors goes quite well. This has a crucial role in improving library performance and effectiveness. Through effective communication, librarians can easily share information, exchange ideas, and coordinate tasks with colleagues. In addition, good collaboration with the head allows IAIN Ponorogo librarians to understand the expectations and goals of the library so that they can work according to the direction and objectives of the IAIN Ponorogo library. With solid communication and cooperation, librarians can create a harmonious and productive work environment, positively impacting the efficiency and quality of services provided to library users (Sari & Marajari, 2019).

The ability of librarians at IAIN Ponorogo to solve problems and overcome obstacles in work is quite good. As an information provider, librarians at IAIN Ponorogo are constantly faced with various challenges and problems that arise in carrying out daily tasks.

For example, in the final semester, there was a buildup of applications for loan-free letters at the IAIN Ponorogo library due to the large number of students who submitted applications simultaneously. This phenomenon occurs because students simultaneously apply for a loan-free letter approaching the announcement of the implementation of the judiciary in various faculties. Then there was a problem with the Turnitin check service. Students often apply for a Turnitin check for almost every course at this service. As a result, the IAIN Ponorogo library experienced a significant buildup of requests for Turnitin check services because it served all students from study programs at IAIN Ponorogo.

In this case, the librarian of IAIN Ponorogo tries to identify the problem quickly, find the cause, and find the right solution. Librarians communicate with co-workers and superiors. With this ability, librarians at IAIN Ponorogo can ensure the smooth operation of the library, maintain continuity of service, and provide satisfactory solutions for students as library users.

In completing the loan-free service at the IAIN Ponorogo library, all librarians actively complete the loan-free application. Meanwhile, in the Turnitin check service, there are three branches available: the Turnitin check service at the central library, the Turnitin check service at campus library 2, and the Turnitin check service at the graduate library. Each study program is also given access and a Turnitin account, allowing lecturers to check Turnitin independently for students in their classes.

Then the presence of initiatives and innovations shown by IAIN Ponorogo librarians has a significant positive impact on library development. Creative librarians will show excellent initiative by implementing various innovations to improve services in the library (Misdar, 2015).

Innovation is carried out in the IAIN Ponorogo library, especially in technology, including digital content. They make various informative how-to videos, such as thesis/thesis upload guide videos, self-lending guide videos, guide videos on registering at the Indonesian National Library, and other service guide videos. These how-to videos are uploaded through the YouTube platform, providing easy access and flexibility for users to learn and follow the necessary steps in using the library's services. Then various administrative services have also been carried out online, such as loan-free application services, library membership applications, self-lending services, library Online Public Access Catalog (OPAC) services, and Turnitin check services. The development of library websites is also carried out as a step of library information technology innovation.

This shows the commitment of librarians to providing better access to information and efficiently answering user needs through technology (Naila, 2018). With the initiative and innovation shown by librarians, libraries can continue to grow, keep up with trends in information and technology developments, and provide users with more relevant, effective, and high-quality services

Superiors carry out the motivation for librarian work at IAIN Ponorogo to librarians. Then work motivation also occurs among fellow librarian friends. When there is a problem with the loan-free service and Turnitin, librarians show solid cooperation in dealing with the problem.

When librarians feel motivated, their enthusiasm, productivity, and dedication increase in their duties and responsibilities; high work motivation also influences librarians' attitudes towards work by inspiring them to seek creative solutions, enhance capabilities, and improve the quality of services provided to users (Anniswaty Hafid et al., 2021).

In addition, strong work motivation also plays a role in maintaining the spirit and perseverance of librarians in facing challenges and obstacles that may arise in the work environment (Lestari, 2013). With high work motivation, librarians can reach their full potential, make meaningful contributions, and provide efficient and quality library services to users. Therefore, library management needs to create a work environment that motivates, encourages recognition of achievement, and provides career development opportunities that can increase the motivation of librarians. Top of Form

Then strategies are applied to improve the performance of librarians, in addition to improving communication and cooperation between librarians, namely by, among others, training and human resource development through seminars, workshops, and training (Santoso, 2022). To improve the performance of librarians, it is essential to implement relevant training and development strategies. Training can improve the knowledge and skills of librarians, while development can help them keep up with the latest developments in the library field.

## Conclusion

The results showed that several factors could affect the performance of librarians at the IAIN Ponorogo library. These factors include librarians' knowledge and skills, management support, use of information technology, collaboration between librarians, and work motivation. Then several strategies are applied to improve the performance of librarians, including training and human resource development through seminars, workshops, and training, and improving communication and cooperation between librarians. By optimizing librarian performance by implementing appropriate strategies, libraries can achieve higher operational efficiency and improve the quality of services provided to users. The results of this research can guide libraries in developing policies and programs to improve librarian performance and the efficiency and overall quality of library services.

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