

HUMAN RESOURCES DEVELOPMENT IN THE IMPLEMENTATION OF SERVICE EXCELLENCE AT THE LIBRARY AND ARCHIVES DEPARTEMENT OF SUKABUMI REGENCY

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ABSTRACT

The research was motivated by the suspicion that the development of Human Resources in applying service excellence at Libraray and Archives Department of Sukabumi regency had not run optimally. Meanwhile, the research was aimed at determining: (1) the strategy of Human Resources development in implementing service excellence at Libraray and Archives Department of Sukabumi regency, (2) Obstacles encountered in developing Human Resources in implementing service excellence at Libraray and Archives Department of Sukabumi regency, and (3) efforts to overcome the obstacles in the develoment of human resources in implementing service excellence at Libraray and Archives Department of Sukabumi regency.

The reserach applied qualitative approach. The informants of the research were Head of Sub-section of Personnel and General Affairs, Head of Archives Processing Division, Head of Promotion and Development of Reading Culture Section, Head of Human Resources Development Section, Archivists, and Librarians. The results of the research are (1) Human Resource Development at the Archives and Library Department of Sukabumi Regency is carried out through the implementation of a proportional transfer, promotion, training and performance appraisal system, (2) There are internal and external obstacles in developing human resources at the Archives and Library Department of Sukabumi Regency, and (3) There have been efforts made to overcome both internal and external obstacles in developing human resources at the Archives and Library Department of Sukabumi Regency.

Based on the results of the research, the management of the Archives and Library Department of Sukabumi Regency is advised to: (1) Improve the competency of archival and library human resources through formal, non-formal, and informal education related to their work field, (2) Structural officials are to be more technically understanding about procedures and techniques for processing archives and library as this can help carry out the smooth running of official activities, and (3) develop and maintain the consistency of existing facilities and infrastructure in compliance with standardization so that they can better support archival and library human resources in performing official activities.

Keywords : Human, resources, service, excellent, library, archieves.

INTRODUCTION

The main objective of service excellence is to provide services that can meet and satisfy customers or people as well as to give focused services towards customers. Good services will later be beneficial for the effort to improve government service quality for society as customers and served as a reference for the development of service standards arrangement. With the existence of good services, it has to be implemented in accordance with the public

service standard applied in the government system. Based on the State Apparatus Utilization Minister Decree Number 63 of 2003, the public service standards include service procedures, completion time, service costs, service products, facilities and infrastructures, as well as the competency of service providers.

The problem of excellent service that occurs at the Archives and Library Department of Sukabumi Regency is not only related to the lack of library book collections, archive arrangements, and infrastructure facilities, but also related to the problems of its human resources. One of which is the lack of staff. This is indicated by the absence of a special personnel as a receptionist, so that when visitors come, the Front Office is often vacant and no one is waiting. Such conditions make people wait in the living room until a staff comes out of the room to serve.

In addition, the Archives and Library Department of Sukabumi Regency in managing dynamic archives has basically used the Regional Archives System (Sikeda) which is a Linux-based system adopted from Germany which is then modified by the Indonesian National Archives (ANRI). The system has embraced all SKPD in Sukabumi Regency so that the data in the SKPD can be interrelated with the data in the LKD. However, for the management and service of static archives at the Archives and Library Department of Sukabumi Regency has not implemented any computerized system. This matter creates problems such as the length of time it takes to find the archive to be borrowed and the loss of the original archive as long as the borrower makes a photocopy of the archive.

It is undeniable that the human resources of service providers have a major influence on the services produced. Based on Law Number 43 of 2007 concerning Libraries, that in order to be able to carry out its functions, libraries must be managed by library staff in accordance with the National Standards for Librarians that include educational qualifications, competencies and certifications. The condition of human resources in the Archives and Library Department of Sukabumi Regency in terms of quantity and quality (library education qualifications) is still low.

In terms of quantity, in library user services section which is directly related to library user services, there are only six personnel, namely 1 section head, 2 librarians and 3 staff. This number is still inadequate because there are still personnel who have to leave to provide mobile library services. Therefore, in providing library services in the User Services Section, the personnel are still forced to ask for help from staff from other sections. In terms of quality, the number of personnel who have library education qualifications is still very limited.

In order to overcome and answer the problem of service excellence, the Archives and Library Department of Sukabumi Regency seeks to carry out a strategy for developing its human resources. This is based on the awareness that human resources are a very important and dominant element to achieve the goals of an institution or organization. Every process of achieving goals requires good and correct management as well as attention for effective human resources in carrying out the vision and mission of the institution or organization. Moreover, the quality of human resources in an institution must always be improved through the employee development process. Human resource development strategies need to be implemented in the current era of globalization. Human resource development is carried out to form qualified personnel with skills, work abilities, and work loyalty to an organization.

THEORETICAL FRAMEWORK

Service excellence in public sector is based on the axiom that “service is empowerment”. In service business sector, the aim of service is to gain company profits. While service excellence in public sector does not seek profit, but it provides the best service according to the needs of the people. Empowering the people in this case means building public trust in government and getting people’s participation in the implementation of public services. Service excellence in public sector will also be useful for efforts to improve the quality of government services and as a reference for the development of service standards development.

The government is expected not only to provide services to society, but also to be able to provide excellent quality services. Service excellence will be realized if it is able to satisfy the people in accordance with the wishes and expectations of the people themselves. According to Sinambela, et al (2006: 6) the purpose of public services is basically to satisfy the people and to achieve this satisfaction requires excellent service quality which is reflected in:

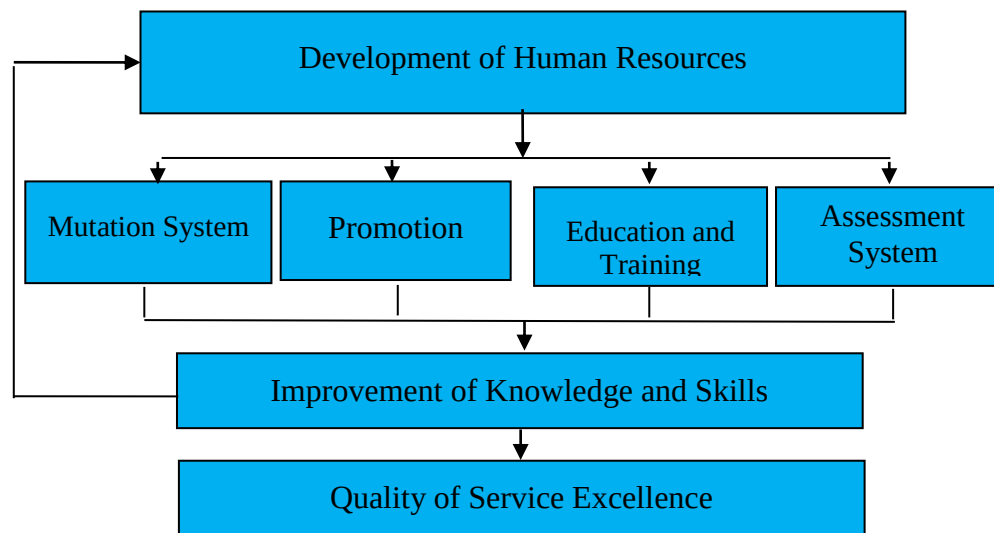
- a. Transparency, namely services that are open, easy and accessible to all parties who need it and are provided adequately and easily understood;
- b. Accountability, namely services that can be accounted for in line with the provisions of laws and regulations;
- c. Conditional, namely services that have been in compliance with the ability and condition of the service providers and receivers by adhering to the efficiency and effectiveness principles;
- d. Participatory, namely services that can encourage the roles of the people in the implementation of public services while considering aspiration, needs, and expectations of the people;
- e. Equal rights, namely services that do not discriminate in any aspects especially ethnics, race, religion, class, social status and others;
- f. Rights and obligations balance, namely services that take the aspect of justice between the providers and recipients of public services into consideration.

Human resource development is one of the significant factors that gain a lot of attention especially by government institution or agencies. For the Archives and Library Department of Sukabumi Regency, the development of the quality of human resources is carried out as an effort to improve the quality of services to the people. Moreover, each personnel can have knowledge as well as skills in line with his/her field.

Actually, the quality of human resources can be observed from how much the human resources have or are beneficial for either an institution or the people. Therefore, considering the large role of human resources on service quality, the Archives and Library Department of Sukabumi Regency seeks to develop the quality of its human resources. The right strategy in developing human resources is expected to have an impact on improving service excellence.

The strategy for developing human resources or staff is a plan on how the quality of human resources owned is able to develop in a better direction, improve work abilities and **skills** as well as have good loyalty to the institution. Human resource development strategy is basically not only through education and skills development, but there are many ways to develop it as well. The human resource development strategy in this research refers to the opinion of Danupranata (2013: 58) on various human resource development programs that include: (1) Transfer system, (2) Promotion, (3) Education and training, and (4) Assessment system.

For more details, the concept of this research is described in the following diagram:



Source: Danupranata (2013: 58)

METHOD

The research used qualitative research method. Qualitative research method is a research method which is based on postpositivism/interpretive philosophy used to examine the condition of natural objects (Sugiyono, 2014: 347). Qualitative research intends to understand phenomena about what is experienced by research subjects, for instance behavior, perceptions, motivations, actions and others, holistically and descriptively in the form of words and language, in a special context that is natural and by utilizing various natural methods. The method used in the research was descriptive method. Moleong (2009: 10) states that in the descriptive method, the data collected is in the form of words, pictures, and not numbers that will be interpreted in the form of description.

Based on and research questions and focus, the indicators in the research were as follows:

- 1) Mutation System Dimension, with indicators:
 - a) *Production transfer*
 - b) *Replacement transfer*
 - c) *Versality transfer*
 - d) *Shift transfer*
 - e) *Remedial transfer*
- 2) Promotion Dimension, with indicators:
 - a) *Temporary Promotion*
 - b) *Permanent Promotion*
 - c) *Small Scale Promotion*
 - d) *Dry Promotion*
- 3) Education and Training Dimension, with indicators:
 - a) Education for leaders
 - b) Education for staff/employee
 - c) On the job training

- d) Off the job training
- 4) Assessment Dimension, with indicators:
 - a) Assessment only by superiors
 - b) Assessment by line group
 - c) Assessment by staff group
 - d) Assessment through committee decisions
 - e) Assessment based on field review
 - f) Assessment by subordinates and peers.

DISCUSSION

The Archives and Library Department, established from the Regulation of the Regent of Sukabumi Number 63 of 2016 which was ratified on November 1, 2016, is an information management institution that needs to implement professional management so that it is able to carry out its functions and duties effectively and efficiently as well as able to synergize with other institutions and Regional Work Units (SKPD) in Sukabumi Regency .

The development of Archives and Library is aimed at securing all forms of State documents and educating the people of Indonesia, especially in the Sukabumi Regency area and in general the Indonesian people through the interest and indulgence of reading in the library which is able to guarantee the current and future needs of the people according to the mandate.

Human resources development strategies in implementing service excellence at the Archives and Library Department of Sukabumi Regency

Based on the results of interviews with various informants, the Human Resources development strategies in service excellence at the Archives and Library Department of Sukabumi Regency are:

1. Implementation of a conducive employee transfer
2. A just personnel promotion
3. Education and training opportunities for staff
4. Objective staff assessment system

Obstacles of human resource development in implementing service excellence at the Archives and Library Department of Sukabumi Regency

Efforts to develop human resources at the Archives and Library Department of Sukabumi Regency have been conducted. However, as a regional apparatus institution formed to handle Archives and Library affairs in Sukabumi Regency, these efforts face several obstacles that are:

1. Wrong perceptions toward archives
2. Lack of Archival and Libraries Human Resources
3. Lack of facilities and infrastructures

Efforts to overcome obstacles of human resource development in implementing service excellence at the Archives and Library Department of Sukabumi Regency

Various efforts can be tried as a form of human resource development in the Archives and Library Department of Sukabumi Regency while at the same time increasing the dignity of the regional archives and libraries field to be more respectable. There are

several efforts that have been taken to overcome obstacles of human resource development in the Archives and Library Department of Sukabumi Regency that are:

1. Selective personnel recruitment system
2. Changes in employee mindset and culture, especially in the field of archival
3. Inter-organization coordination
4. Strengthening human resources for archival and libraries
5. Fulfillment of archival and library facilities
6. Developing the utilization of information technology.

CONCLUSION

Based on the results of research and discussion on the development of Human Resources in the implementation of service excellence at the Archives and Library Department of Sukabumi Regency as informant, it can be concluded that the development of human resources in implementing service excellence at the Archives and Library Department of Sukabumi Regency has been conducted through the implementation of proportional mutation system, promotion, education and training, and performance assessment. Suggestions that can be submitted are:

- 1) The development of archival and library human resources competencies must be further enhanced through formal, non-formal, and informal education related to the individual's field of work.
- 2) Structural officials should understand better technically about procedures and techniques for processing archives and library as this can help carry out the smooth running of official activities; thus, they should maintain the consistency of existing facilities and infrastructures in line with standardization so that the officials can support more on archival and library human resources in implementing official activities.
- 3) New innovations/breakthroughs are required in managing archive digitalization and in increasing public interest in reading through social inclusion-based library transformation.

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