

## LIBRARIAN PERFORMANCE IN SERVICES AT THE REGIONAL LIBRARY AND ARCHIVES SERVICE OF TOJO UNA-UNA REGENCY

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### Abstract

*Research related to Librarian Performance in Services at the Regional Library and Archives Service of Tojo Una-Una Regency, aims to analyze the performance of librarians and explain the inhibiting factors of librarian performance in services. The research method used is qualitative with data collection methods in the form of interviews, observations and documentation. However, when viewed from the performance indicators based on Sedarmayanti's theory, there are still inhibiting factors for Librarian Performance in Services at the Regional Library and Archives Service of Tojo Una-Una Regency, namely the lack of competence and initiative of librarians at the Regional Library and Archives Service of Tojo Una-Una Regency, causing an imbalance in the services received by library visitors so that it affects the quality of the performance produced. In the context of Punctuality and communication of library service officers are effective in providing services.*

**Keywords:** Performance, Librarian, Service.

### INTRODUCTION

According to Law Number 43 of 2007 concerning libraries, a library is an institution that manages collections of written works, printed works, and/or recorded works professionally with a standard system, in order to meet the educational, research, preservation, information and recreation needs of users. Where the library is organized based on the principles of lifelong learning, democracy, justice, professionalism, openness and partnership. The library functions as a means of education, research, preservation, information and recreation to increase the intelligence and empowerment of the nation. In addition, the library aims to provide services to users, increase reading habits, and broaden insight and knowledge to improve the life of the nation.

The library is one of the most needed facilities in gaining scientific insight, where the library manages library materials that are systematically arranged according to certain rules so that they can be used as a source of information by each user. Service activities to users are the most important thing. Therefore, the library as an information center is increasingly required to provide quality and appropriate services, so that it can attract attention from different user statuses, such as students, students, employees, civil servants and users who are still children (Potential Users).

According to Sulisty Basuki (1991:3), a library is a room or building used to store books or other library materials arranged according to a certain system. In accordance with its function, the library should also be an institution that acts as a liaison between the community as a group of library users and sources of information both in printed and non-printed forms. One of the most vital parts of the library is the service access section, because in this section there is direct interaction between users and librarians with a certain system.

Whether a library is good or not is closely related to the service access provided. Because the service section is a measure of the success of a library.

The purpose and objective of establishing a library is to empower the people who work in it, collect information in various forms or formats for the preservation of library materials, information sources and other sources of knowledge. As a means or vehicle to preserve human cultural products (science, technology and culture) through collection maintenance and preservation activities. As an agent of change and cultural agent as well as a center for information and learning resources about the past, present and future. In addition, it can also be a center for research, recreation and other scientific activities. The purpose of establishing a library is to make it easier for the community to obtain knowledge and science so that in the future it can create a society that is educated and well-educated, accustomed to reading, cultured and highly dignified and encourage the creation of lifelong education.

Sutarno (2006:3) stated that libraries are for all of us, in order to support education for all and lifelong education. To realize this, all activities must be carried out with organized performance and performance, so that the benefits can really be felt by many people. According to Mathis and Jackson (2001:17), the performance of an organization can be seen from how effective the product is and how the organization's services are passed on to customers. Human resources in an organization greatly determine the achievement of the organization's performance, because they are the ones who design, produce and pass on these services. The most important resource in an organization is human resources, because they are the people who will provide energy, talent, creativity and effort for the organization.

The library will be considered good by the users if it is able to provide the best quality of service, but conversely the library will be considered bad if the quality of service provided is poor. With the increasing number of users utilizing library services, librarians are increasingly required to improve their performance. In addition to improving the performance of each individual librarian, working conditions and placement of workers in the right positions can also affect the performance capabilities of the librarians themselves. Good service capabilities are the main requirement that must be possessed by library staff, especially circulation and reference service staff, so that in the circulation and reference service section, officers cannot be placed carelessly.

Libraries as sources of information must utilize librarian resources and available facilities to the maximum in order to meet the different information desires and needs of users from all levels of society. According to Law of the Republic of Indonesia Number 43 of 2007 Article 8, the Provincial Government and Regency/City Government are obliged to ensure the availability of library services evenly in their respective regions. Library services are carried out in an excellent manner and are oriented towards the interests of users and implement service procedures based on national library standards.

Library services are oriented to the needs of the users. Librarians in the library can use this as a basis for future library development. In addition, librarians will get a complete picture of the performance provided, so that it can be known how librarians perceive the services that have been provided. This is because performance is something that can meet the expectations of users and also as an evaluation to improve the efficiency and

effectiveness of library services. Important components in measuring service performance are the expected service and the service received. The library as a source of information will be utilized by users if the information sources it manages have librarians who can be intermediaries between users and information sources.

The role of librarians in determining the quality of services is implicitly shown by two factors that influence the quality of services, namely expected service and perceived service. If the service provided by the librarian is received according to the expectations of the library user, then the service will be considered quality. Meanwhile, if the service received exceeds what the user expects, it is considered excellent service. However, if the service received is lower than expected, then the service will be considered bad and not quality.

The demand for improving the quality of librarian performance based on a career system and work performance with the principle of providing awards and sanctions has been mandated in the Republic of Indonesia Law Number 43 of 2009 concerning the Principles of Personnel and its implementing provisions are regulated in the Decree of the Minister of State Apparatus Empowerment Number: 132/KEP/M.PAN/12/2002 concerning the functional position of librarians and their credit points. With these demands, it is hoped that it will produce librarians who are qualified, professional, responsible, honest and more capable and accountable in providing services. Or in other words, a librarian is expected to become a more professional librarian in carrying out his duties so that he can realize quality performance.

In an effort to improve services to the community, the Tojo Una-Una Regency Government, one of which is through the Tojo Una-Una Regency Regional Library and Archives Service, provides several public services including: on-site reading services, membership services, circulation services, reference services, deposit services, mobile library services, integrated school library services and library development services. Several services provided need to be supported by professional and reliable human resources in carrying out tasks in the library field. In carrying out library services Tojo Una-Una District Regional Library and Archives Services supported by several human resources who have expertise in their respective fields, in accordance with the number of employees in the Library Service and Archives Tojo Una-Una Regency area, 45 people consisting of 22 civil servants, 6 PPPK and 15 honorary employees.

Currently in an effort to support library services, the Library Service library and Archives Tojo Una-Una Regency has quite a large collection available, namely 54,199 copies of books available in the circulation room, children's service room, BI Corner reading corner and digital reading corner as well as in the reference room as a support in providing services, but no less important than that is the availability of friendly librarians as mediators for users who play a very important role in providing services and interactions in the library. This is certainly very influential where from the data on the total number of library members, namely 234 people consisting of students, students, ASN and the general public, but outside of the number of members, it can be seen that there are quite a lot of interested users of library services as with the following library visitor data:

**Table 1.** Number of Library Visitors  
Tojo Una-Una District Regional Library and Archives Service

No.	Month	Number of Visitors (Year)				Information
		2020	2021	2022	2023	
1	January	19	13	29	26	Person
2	February	22	11	34	7	Person
3	March	22	14	29	34	Person
4	April	14	21	21	49	Person
5	May	12	13	19	35	Person
6	June	14	9	15	65	Person
7	July	15	13	20	17	Person
8	August	9	2	33	17	Person
9	September	5	8	18	19	Person
10	October	1	12	23	177	Person
11	November	12	10	45	292	Person
12	December	12	7	49	38	Person
	Amount	157	133	335	776	Person

From the explanations above, it can be concluded that the important thing in library management is the performance of human resources in terms of the performance of librarians who can manage the library optimally to improve the quality of library services. Therefore, the author wants to know whether the library which has the name the crystal of knowledge has librarians who can serve users well. Based on this background, the author is interested in conducting research entitled "Librarian Performance in Services at the Library Service and Archives Tojo Una-Una Regency Area".

Based on the formulation of the problem that has been described previously, the objectives of this research are determined as follows: namely to determine the performance of librarians in services at the Library Service and Archives Tojo Una-Una Regency area.

## LITERATURE REVIEW

Several previous effectiveness studies were conducted with different accentuations and methods by researchers, where the results of these studies, apart from being used as a reference to provide scientific support, can also be used as a comparison of the results of previous studies.

Research conducted in 2022 by Rusaidi, with the title Thesis Analysis of Employee Performance at the Southeast Aceh District Library Service. The research conducted by the researcher in this Thesis uses a qualitative method by emphasizing the human element as a

research instrument. In this study, a discussion was conducted regarding the ability of employees to manage the library with several obstacles found when conducting research at the Southeast Aceh District Library Service. Based on the research conducted, it is hoped that there will be support from the Southeast Aceh District Government regarding efforts to improve service facilities and infrastructure in the library as well as support for improving employee competency through education and training for librarian professions.

### **Performance Concept**

Performance is one of the key factors in achieving success and achieving organizational goals. Improving employee performance is an ongoing effort that requires a deep understanding of the factors that influence motivation, competence and human resource development. Optimizing human resources is the central point of attention of organizations in improving employee performance. So it can be said that human resources are a very important source or key factor in getting good performance.

An organization can achieve success if its Human Resources have good skills and abilities and are in accordance with their work. One way to see the ability and expertise of an employee is from the performance produced in fulfilling the obligations of a job. Good performance is optimal performance by providing contributions in accordance with the vision and mission of an organization, so that it can help to achieve the goals and objectives of the organization.

Performance is a translation of English, work performance or job performance, but is often shortened to performance. In addition, performance is often interpreted as work achievement. Performance or work achievement can be interpreted as an ability based on attitude, knowledge, skills and motivation in producing something. The word performance has several inputs, namely, doing, fulfilling or running something, carrying out a responsibility and doing something that someone expects. Based on these inputs, it can be interpreted that performance is carrying out an activity and perfecting work with responsibility so that it can achieve results as expected.

Performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined in the planning of an organization. Performance can be known and measured if an individual or group of employees has criteria or standards of success benchmarks set by the organization. Performance in an organization can only be achieved if there are goals and targets that have been set.

According to Mangkunegara's explanation (2005:67), Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out the tasks achieved in accordance with the responsibilities given to him. This opinion explains that the birth of performance is based on various work results in terms of quality and quantity. Employee performance is the result achieved by an employee according to the applicable standards for the employee's work concerned. According to As'ad (2002:48), performance is very much determined by the measure of success so that an employee can know whether the things that are implemented have achieved success or not. Performance can be assessed from

what is done, whether it has achieved success or not. Meanwhile, according to Sedarmayanti (2001:48), Performance is how someone carries out their work or to work.

Based on the several theories above, then the increasing employee performance will also influence or improve the achievement of the organization where the employee works, so that the previously determined goals can be achieved. Meanwhile, employee performance measurement according to Dharma (2005:166), is as follows:

1. Quantity, which is the amount taken and that must be completed or achieved. Quantitative measurement involves calculating the output of the activity implementation process. This is related to the amount of output produced.
2. Quality, namely whether the quality that must be produced is good or not. Qualitative measurement of output reflects the level of satisfaction, namely, how well a job is completed. This is related to output.
3. Timeliness, is whether or not the completion is in accordance with the planned time. Timeliness measurement is a special type of measurement that determines the timeliness of the completion of activities.

Gibson et al.'s opinion in Sedarmayanti (2011:11) is that: ability is an innate or learned trait that allows someone to complete their work. From this understanding, it can be concluded that a person's ability is none other than the potential possessed by someone to do and complete a job. In addition to the potential that is innate to someone, it can also be learned and allows for further development and improvement.

According to the Gibson et.al model, Rival and Basri (2005:16) argue that individual performance is basically influenced by the following factors:

1. Expectations regarding rewards
2. Encouragement
3. Abilities, needs and traits
4. Perception of the task
5. Internal and external rewards
6. Perception of reward levels and job satisfaction

The factors mentioned in terms of performance influence each other. However, the order does not indicate which part should be prioritized but is something that is not separate from each other.

According to Sedarmayanti (2011:5), performance is a result or level of success achieved by workers in their field of work. According to certain criteria, which apply to certain jobs and are evaluated by certain people. Where performance includes five aspects of indicators, namely: (1). Quality of work, (2). Promptness, (3). Initiative, (4). Capability, (5). Communication. These five aspects can be used as a measure in conducting an assessment of a person's performance level and also to conduct measurements of performance by determining:  $\text{performance} = \text{ability} \times \text{motivation}$ .

### **Librarian Performance Measurement Concept**

The performance of a librarian includes the ability to manage, maintain and develop information and be able to use technology and improve information services to respond to

changing needs. A librarian must have a spirit of dedication to the tasks and functions of the library as a means of supporting formal and non-formal education and always be willing to help, guide and provide services to the open community, so that the goals of the library can be achieved. The task of a librarian demands creativity in utilizing library materials so that every library material available in the library can be utilized optimally by users.

To measure librarian performance, one of the benchmarks that can be used is the librarian competency standard. The librarian competency standard is the minimum criteria for librarian competency issued by a professional organization. The existence of competency standards will later be able to foster an attitude for members of the librarian profession to be able to provide professional services in accordance with the standards determined by the professional organization. In addition, with the existence of competency standards, we can distinguish between professional work and non-professional work. The librarian competency standard contains norms, technical abilities and bookkeeping in an effort to improve service quality.

Librarian competency standards consist of several components that support librarian professionalism, including the following:

1. In order for librarian duties to be completed effectively and efficiently, librarians must have competency components, which include knowledge, abilities and skills related to libraries.
2. The components of the main tasks and functions include the main tasks, functions, authority and responsibilities given to librarians.
3. Job components, these components include where the type and nature of work carried out by librarians must be in accordance with their abilities.
4. Individual components, including the rights and obligations of librarians that have been determined by the head of the library.
5. System components include clear procedures and mechanisms for librarian activities to make it easier for librarians to carry out activities in the library.
6. The coaching component includes improving quality through formal education, training, etc., and supervision of librarians. In addition, providing training related to libraries is also important to be implemented in order to increase librarian knowledge.

## **METHOD**

This study uses a qualitative method that aims to describe, explore, and understand certain social or humanitarian meanings. This method relies on an inductive approach in data analysis and involves data collection through interviews, observations, documentation, and audio-visual data. The results of the study are more focused on meaning than quantitative generalizations. The study was conducted at the Regional Library and Archives Service of Tojo Una-Una Regency after permission from the Postgraduate Program of Tadulako University was obtained.

Data collection was conducted using several techniques, namely unstructured in-depth interviews to obtain rich and flexible data, direct observation of research objects, and documentation in the form of archival studies or supporting documents that include visuals

such as photos and videos. The main instrument in this study is the researcher himself who acts as a \*human instrument\*, who determines the focus of the research, selects informants, and conducts data analysis. In addition, interview guides are used to assist the information gathering process, stationery to record data, recording tools to document interviews and observations, and literature documents to support relevant information.

The determination of informants was done purposively, by selecting individuals who have relevance to the focus of the study. Informants in this study consisted of the head of the library division, functional librarians, and users. This study also defines key concepts that include work quality, namely the ability of librarians to follow standard operating procedures (SOP), timeliness that reflects the efficiency and effectiveness of services, initiatives that demonstrate librarian creativity without direct direction, and capabilities that describe the individual librarian's superior competence.

The collected data were analyzed using the Miles and Huberman interactive analysis model, which includes three main stages: data reduction, data presentation, and drawing conclusions or verification. Data reduction is done by sorting relevant information for the focus of the research, while data presentation is done in narrative or matrix form to facilitate interpretation. The final stage is drawing conclusions that focus on identifying significant patterns, themes, or relationships, as well as verification to ensure the validity of the research findings. This process is carried out iteratively to produce valid and accountable conclusions.

## **RESULTS AND DISCUSSION**

### **Librarian Performance in Services at the Regional Library and Archives Service of Tojo Una-Una Regency**

Performance is the expertise and competence of employees or librarians in carrying out tasks and responsibilities related to the position held, and is usually assessed at a certain time in the official evaluation process. In addition, the results of an employee's performance achievements. Measuring librarian performance in service is a systematic assessment and is based on a group of activity performance indicators in the form of input, output, results, benefits and impact indicators. The assessment is inseparable from the process which is an activity that processes input into an assessment in the process of formulating policies or activities that are considered important and influential in achieving targets and objectives. The performance measurement is also used as a basis for assessing the success and failure of implementing activities in accordance with the targets and objectives that have been set in order to realize the vision and mission.

Service is also the spearhead of a library. Because libraries are required to provide excellent service to library users. The performance produced by both librarians and organizations/libraries is highly dependent on their service. This is because librarians are also the subjects or actors of library services who are directly related to users. The relationship between services and librarians is directly proportional, which means that quality services are because librarians are also quality. The relationship between the two is a cause and effect so that it cannot be inseparable. Therefore, to realize and improve the

quality of service, it can be achieved by fulfilling the criteria, professional standards and ethics of librarians.

In this case, the researcher collected information from informants about the performance of librarians in services at the Regional Library and Archives Service of Tojo Una-Una Regency. In analyzing the performance of librarians in services, the researcher used Sedarmayanti's theory (2009:51), with measurement indicators covering 5 (five) criteria, namely: KWork Quality, Punctuality, Initiative, Capability and Communication.

To find out the responses of research informants regarding the performance of librarians in service at the Regional Library and Archives Service of Tojo Una-Una Regency, the researcher conducted interviews with the following informants:

#### 1. Quality of Work

Quality of work is the most important element in the success of an organization. Specifications that are in accordance with needs must be considered through the quality of resources owned in improving the role of the apparatus. The progress of a library does not depend on the size of the building and the number of collections owned, but lies in the quality of human resources in the library. Therefore, librarians as one of the drivers of other resources must play an optimal role in carrying out their main tasks and functions. Librarians as servants of collection utilization must be able to process information into ready-to-use information. Quality of work also plays a role in the success of a library service organization. Because it is an ability to provide promised services accurately and reliably. Reliability must be in accordance with the expectations of library users to get the same service.

Quality of work includes how to provide services in accordance with work standards and service procedures. In addition, it also plays a role in determining the success of service delivery in the library.

In carrying out services, librarians have begun to apply computerized facilities to help find references, in addition, librarians will directly assist in the use of facilities available in the library to be used by visitors either as a means of learning or for other discussion forum activities. Some librarians have also understood their duties related to reference services, but not all of them apply them to individual visitor services.

Quality of service is a demand of the community, especially in the Library Service and Regional Archives of Tojo Una-Una Regency still need serious attention from all elements. The related government must be able to provide services to the community that has character and diversity of needs in the service sector and demands good and optimal service. Because the community in general feels that the services they receive have not been able to achieve good service standards, so this will be a challenge that must be faced.

Because in principle the library service is the same, namely it must provide assistance to visitors to obtain library materials and information that suits their desires and needs. Therefore, service activities are one way to bring together users with the information they are looking for or need.

#### 2. Punctuality

The main thing in organizing library services is quality and punctuality, some things

that need to be considered here are related to waiting time and process time in service. The faster and more precise the use of time in the service process, the more it will increase user satisfaction. Time is one of the important factors that must be considered in completing a task.

Completion of work in a short time is usually identical to the effectiveness of the work achieved by the librarian. The level of productivity of an organization can also be assessed from the time required to achieve the results that the organization in question will achieve in a certain period of time.

Based on the results of interviews with several informants above, it can be concluded that in managing time, librarians have carried out services on time, effectively and efficiently in achieving service tasks for library visitors. Tojo Una-Una District Regional Library and Archives Service.

### 3. Initiative

In providing services to visitors, Initiative is a desire or encouragement from the librarian to carry out a job without being ordered or told by the leader. The performance of the librarian will be created if there is an initiative to work. To achieve better service quality, a proper initiative is needed.

Based on the results of interviews conducted by researchers, it can be seen that the officers placed in the library room are not librarians but honorary staff at the Library and Archives Service of Tojo Una-Una Regency. So they are less initiative in providing services, even though the librarians themselves can take the initiative in efforts to organize services as part of performance achievements.

In this case, it can be seen that the librarian's innovation in library promotion efforts to introduce libraries to educational institutions has been implemented, but the librarian's initiative in relation to reference services is more towards empowering honorary staff as existing library managers to guide users in using the right facilities and obtaining correct information. However, this has not been fulfilled due to the lack of initiative by library management staff in the library service section of the Tojo Una-Una Regency Library and Archives Service.

### 4. Capability

Capability is a response to the service of an institution. In this case, it can enable capabilities as a means to encourage renewal in an innovation. Capability can show how far a process is able to meet the desired specifications or standards. In addition, capability can also be interpreted as the ability to exploit resources owned both within oneself and in an organization, as well as self-potential in carrying out certain activities or a series of other service activities.

As is commonly known, a librarian is someone who has competencies obtained through education and/or librarianship training and has the duties and responsibilities to carry out library processing and services. Other librarian abilities are classifying and coding locations to data storage format forms.

Based on the results of the observation, it can be seen that the competencies possessed by librarians currently still need to be improved and skilled personnel are still needed to carry out their main tasks and functions properly, so that there is no gap in carrying out tasks to improve performance.

## 5. Communication

To get good communication, it is necessary to have rules that apply in the process of delivering maximum information in library services, other issues related to information are how to utilize diverse information for the benefit of the organization, and how to manage information so that it is useful and more efficient in achieving goals. Related to this, reliable communication is needed in delivering information to carry out tasks in providing services.

Based on the interview results above, it can be seen that the librarian's openness as seen from the librarian's willingness to share information has been implemented quite well. However, users need to be more active in asking questions to the librarian, so that there is reciprocal communication between the two. However, it seems that the librarian provides sufficient solutions to the difficulties conveyed by the user, including obtaining the required library materials.

## CONCLUSION

The performance of librarians in services at the Regional Library and Archives Service of Tojo Una-Una Regency, based on the results of the research conducted, is still less effective based on three aspects, namely: Work Quality, Initiative, Capability. And two other aspects of research that have been effective, namely Punctuality, and Communication.

Based on the results of the research that has been conducted, the indicators that are less effective are: Quality of Work, Initiative, and Capability because there are still some librarians who do not play a role or carry out their daily duties as a librarian. Service tasks in the library room of the Library Service and Archives The Tojo Una-Una Regency area, which should involve librarians in this case, in the implementation of daily activities is more often carried out by Non-ASN personnel. In this study, the author saw that the involvement of librarians in providing services was more often carried out in group visit services, both from school visits, students, organizational groups or cross-regional device activities that use meeting room facilities available at the Library and Information Service Archives Tojo Una-Una Regency area.

In addition, the initiative given by library staff is still very lacking, especially when visitors do not find the book title or reading material they need, considering that Non ASN staff are staff with different educational backgrounds. In addition, the availability of librarians in the Library Service and Archives In general, the Tojo Una-Una Regency area is a position based on functional position equivalency and not all of them have been accommodated to take part in education/training that is in accordance with their duties and position as a librarian.

This is also related to Capability, according to the results of observations that have been carried out by researchers, it can be concluded that the ability of service officers is still

limited to helping find book titles or reading materials mentioned by visitors through search applications using computers available in the library room then mentioning the location of the book or reading material and visitors will take the reading material they are looking for themselves. The service officers are also not yet able to provide input or suggestions to visitors regarding reading materials or other book titles that can be used as alternative reading materials related to what visitors need.

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