



# **EFFECT OF CAREER DEVELOPMENT ON LIBRARY PERFORMANCE THROUGH LIBRARIAN JOB SATISFACTION IN PRIVATE UNIVERSITY IN SUMATERA UTARA**

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## **ABSTRACT**

*This study aims to describe the factors that affect career development in library performance through librarian job satisfaction in private libraries Universitas Sumatera Utara. This research uses a quantitative method by applying a structural approach through path analysis. These studies use quantitative research methods. The data collection techniques used in this research are questioner, observation, interviews and library study. The population in this research takes about 54 librarians from 11 (eleven) libraries of private universities, which became the sample in this research. The results showed that: 1) Career Development has a positive and significant effect on the performance of the University's Libraries in Universitas Sumatera Utara, 2) Job Satisfaction has a positive and significant impact on the Performance of Private University Libraries in Universitas Sumatra Utara. 3) Career Development has a positive and significant effect on Library Performance through Job Satisfaction Private University librarians in Universitas Sumatra Utara. It expected that this research could provide a better understanding of the performance of Private University librarians. Thus, these problems resolved so that the performative functions of private tertiary institutions can be well oUniversityimized, which are parallel with scientific development efforts in state universities and private universities.*

**KEYWORDS:** *Career Development, Library Performance, and Job Satisfaction*

## 1. INTRODUCTION

Higher education institutions in Indonesia cover all types, both those managed under the Ministry of National Education (Ministry of National Education) as well as under other departments and institutions as well as non-departments. Adjusted to the reasoning level of citizens studying in tertiary institutions, which must be higher than the public high school level learning community, then all the information in their field of science must also be higher. Nevertheless, the function of the university library remains on informative things, educative-academic (scientific), and research. All information capable of supporting the smooth implementation of academic programs in a tertiary institution is available at the library of the relevant college. The college programs intended here are those contained in the college curriculum, which means that there are three dharmas, namely carrying out educational and teaching activities, conducting research activities, and carrying out community service activities. Higher education libraries, both public and private, are one of the supporting facilities for the implementation of the learning process in tertiary institutions. Every college needs a library to help lecturers and students and staff in obtaining information sources or other collection materials that can be used in lectures or research. Thus, Perpustakaan with different parts that are in Higher Education. The progress and retreat of the library no longer depend on the size of the building and its collection but relies on the quality of human resources or library staff (Labovitz, in Masruri, 2002: 4). Thus, the librarian is one of the resources that drive other resources in the library organization that enables the library to play an oUniversity role in carrying out its main tasks and functions (National Library, 2002: 1).

Also, under the Decree of the State Minister for Administrative Reform (Kep. Menpan) No. 18 of 1988, the requirement to become a librarian is to have a minimum of Diploma II in Library Science, class IIB, and have worked for two years in the library. At the time of the issuance of the decree, there were only a few library staff who had a background in library science education, so the government issued an in passing policy (adjustment) to enter the functional librarian position. Requirements for obtaining in passing are at least a high school education, have been in Group IIB, and have worked for two years in a row at the library. The government policy on in passing only applies to library staff who worked before 1988, and for those who worked after that year, the requirements to become a librarian must be following SK Menpan No. 18 of 1988. With this policy, all library staff who meet these requirements are proposed to become librarians through in passing. Therefore from through employee in passing paths who are not in

library science education, there are those from high school, diplomas, and strata one outside library science have the opportunity to become librarians.

Suitability of career development undertaken by employees has an impact on achievement, career attitude, and career University action of employees. The relevance here includes fitness for work performed in the form of an increased salary, compliance with a positive attitude towards various problems in work and compatibility in the use of the latest applications of knowledge, expertise, and technology that are the demands of work/career path. Inline Barkeley Human Resources provides guidelines that career development must follow the rules with the 70-20-10 formation. 70% of career development comes from activities at work and learning. This can include development experiences such as managing a project, serving on cross-functional teams, doing new tasks, laying out work, job rotation, and so on.

Furthermore, 20% of career development comes from the interaction of Career Development Perspective. Skill Development with others. This includes having a mentor, being a mentor, coaching, participating in a community of practice, serving as a leader in a staff organization, and others while 10% of career development comes from training, including workshops, seminars, workshops, conferences, and others.

The progress of science and information technology, of course, every organization, including, in this case, the library requires a workforce or employees who have professional abilities. The intended professional ability is qualified human resources who master the skills and knowledge and attitudes that support development in all fields, able to place various opportunities and be strict in facing challenges (Sedarmayanti, 2002: 125). In other words, workers or employees who carry out work/tasks in specific fields of work, such as libraries, must undoubtedly have the ability or competence that qualified in the area, their duties. There is needs to be realized because one of the challenges faced by organizations in both the government and private sectors in the future is to create organizations that can provide maximum services to their environment but at the same time, demand more efficient, effective, and productive management.

The utilization of information and communication technology as a means of improving service and operational quality has brought significant changes to the library. The development of information and communication technology can be measured by the use of library management information systems (SIM) and digital libraries (digital libraries). Library Management Information System (MIS) is an integration of several fields, including administrative work, procurement, inventory,

cataloging, processing, circulation, statistics, library member management, and others. This system is often known as the library information system. Library for colleges /is a supporting facility that should be taken seriously and handled even though it is a supporting facility, the library function for colleges/institutes/universities in the heart of the university.

In general, higher education libraries are Technical Implementation Units and directly under the rectorate authority. The Head of the Library reports directly to the Chancellor. Government Regulation, No. 30/1990 on Higher Education, stated that the library is a supporting element of Higher Education's Tri Dharma. Thus the library is an essential component in carrying out the task and supporting the objectives of the parent institution, namely providing services to the academic community and the surrounding user community, which is relevant to the Tri Dharma, education and teaching, research, and community services.

One of the problems most often found in various institutions, both government and private, about the competence of librarians is the ability to apply the skills, attitude, and responsibility as a professional. According to Iskandar Sulaiman (2002: 48) states that the lack of ability/expertise of librarians, and the weakness of procedures and work methods is an obstacle for librarians to carry out librarian positions and to utilize information science and technology in particular. Then the lack of proper awards given by the relevant agencies to private university librarians. The policies and regulations of the parent institution have a significant influence on the career development of librarians. In this case, according to the opinion of J.P.Rompas (1998) states that another obstacle that must be removed is the attitude of structural officials who do not want to learn the various provisions relating to the position of librarian. Thus a lot of policies that hamper the career development of librarians. Improved education, career, and librarian welfare will affect their performance and the image of the institution. Therefore the working atmosphere created in the University library depends on the pattern created by the head of the library. The work environment in the University library can be in the form of task structure, job design, leadership patterns, cooperation patterns, availability of work facilities, and rewards (reward system). The task structure refers to how the division of tasks and authority of a librarian in carrying out the duties of the librarian so that there is clarity about his primary duties and responsibilities, both as individuals and as group members.

Efforts to improve employee performance are inseparable from employee discipline (Maharani, 2010). Discipline is an attitude of behavior and behavior that must be following existing regulations. With the knowledge of the beliefs, actions, and behavior of employees, it can be used as a benchmark

for the company in setting rules and regulations as well as guidance for these employees. If the employees are not disciplined, they will interfere with the work and activities of employees regularly, and the work must be done today, there are still many jobs that are delayed and cannot be completed on time. It is expected that this discipline and rules and regulations can be implemented well so that it does not interfere with library activities; thus, employee performance will be easier to improve.

## 2. METHODS

The research method used through a quantitative approach is a process of finding the knowledge that uses data in the form of numbers as a means of finding information about what we want to know. While the sample in this study is from a population of all librarians who work in eleven private university libraries in North Sumatra, with a total of 54 people. Because the number of librarians in the University's Library is still very limited in quantity, this study used the total sampling approach, which means that the entire study population was used as a sample in the study.

The research locations chosen were eleven private university libraries located in North Sumatra, such as; library of Islamic University of North Sumatra / UISU, Catholic University / UNIKA, University of HKBP Nommensen, University of North Sumatra Muhammadiyah / UMSU, University of Sari Mutiara Indonesia Medan / USM, University of Development of Panca Budi / UPPB, Medan Institute of Technology / ITM, University of Medan Area / UMA, Univ Methodist, Univ. Prima and Univ Harapan Medan. Data collection techniques used are a) Observation and recording with a systematic phenomenon investigated. In this observation method, researchers will make observations to obtain data about conditions or situations of field conditions and activities carried out by librarians. b) Interview (interview), is an activity carried out to get information directly by expressing questions to the respondent

Conduct direct interviews with librarians in private university libraries to obtain data related to research variables, namely, career development, library performance and job satisfaction of librarians of private tertiary institutions/colleges. c) Questioner (questionnaire), questions that have been arranged chronologically from the general leads specifically to be given to respondents or informants who generally are a list of items. d) Documentation, data retrieval obtained through documents, for example, notes, transcriUniversitys, books, newspapers, magazines, etc. This method is intended to gather data from private university libraries in North Sumatra. About history, vision and mission, profiles, organizational structure, librarian data and search for other relevant

documents related to research. This study uses data analysis techniques used in this study, namely, descriptive analysis, and path analysis. All data collected through questionnaires or interviews were analyzed using percentage descriptive analysis techniques. Data analysis techniques are intended to review the hypothesis testing proposed by researchers

### 3. RESULTS

1. Career Development has a positive and significant influence on job satisfaction of librarians by 0.382 with a count of 4787, which is higher than the value of the table for a significance level of 1 percent, which is 2.62. Because the amount of table is higher than the cost of the count, then H<sub>0</sub> was rejected, which means that career development has a positive and significant effect on job satisfaction of librarians who work in the library, which is the sample of this study.

2. Job Satisfaction has a positive and considerable influence on the performance of library organizations by 0.308 with a t counted of 2,394, which is higher than the value of t table for a significance level of 5 percent, namely 1.98. Because the value of the t table is more elevated than t counted, then H<sub>0</sub> was rejected, which means that job satisfaction has a positive and significant influence on the performance of the private university library organizations observed in this study.

3. Career Development has a positive and significant impact on the performance of library organizations through librarian job satisfaction of 0.160 with a t count of 2,315, which is higher than the value of the table for a significance level of 5 percent, i.e., 1.98. Because the value of the t table is greater than tcount, then H<sub>0</sub> was rejected, which means that career development has a positive and significant influence on the performance of library organizations through job satisfaction of librarians at the Private University observed in this study.

### 4. DISCUSSION

1. Effect of Career Development on Job Satisfaction From the results of the first hypothesis test, it is concluded that, statistically, there is a positive and significant influence on career development variables on job satisfaction of librarians. With a coefficient value of 0.382 means that each increase in career development by one unit will increase the job satisfaction of librarians by 0.382 units. A more straightforward interpretation is that the more effective the career development policies adopted by the organization, the librarians' job satisfaction will also increase. According to Robbins (2009), career development is a way for organizations to support/improve the productivity of members of the organization while preparing them for a changing world. Meanwhile, Maxwell et al. (1996) explained that career development is determined by dynamic interactions between individuals, contextual,

environment and output factors (output). Career development aims to improve and improve the effectiveness of employee performance so that they are increasingly able to make optimal contributions in achieving organizational goals. Thus, effective career development policies within the organization will be positively perceived by workers, because workers feel the organization is developing their capacity (capacity building). In this case, workers understand the organization to encourage it, even provide a channel, to continue to improve. This will undoubtedly create a conducive work atmosphere, which makes it have a high level of job satisfaction. This can then explain why there is a positive relationship between career development policies and job satisfaction of librarians.

2. Effect of Job Satisfaction on Organizational Performance From the results of the second hypothesis test, it was concluded that, statistically, there was a positive and significant influence on job satisfaction variables on the performance of library organizations. With a coefficient value of 0.308, this means that each increase in organizational performance by one unit will increase organizational performance by 0.308 units.

A more straightforward interpretation is that the higher the level of librarian job satisfaction, the library organization performance will also increase.

According to Spector (1997), job satisfaction is one's feelings about work and its various aspects. Furthermore, Luthans (2008) explains that job satisfaction is the result of workers' perceptions of their work. Meanwhile, according to Robbins (2009), job satisfaction is defined as a person's positive feelings towards work that arise from the results of his assessment of the nature of his work.

Therefore, the more satisfied a worker is with his work, the more likely he will be to display productive work behavior. Librarians who have high levels of job satisfaction tend to provide stronger focus and attention to achieve better work results. Therefore, high work productivity, as a manifestation of the high job satisfaction of librarians, will accumulatively produce excellent organizational performance, as found in this study.

3. Effect of Career Development on Organizational Performance through Librarian Job Satisfaction

From the results of the second hypothesis test, it was concluded that, statistically, there was a positive and significant influence on career development variables on the performance of library organizations through job satisfaction of librarians. With a coefficient value of 0.160, this means that each increase in organizational performance by one unit will increase librarian job satisfaction by 0.160 units. That way it can be stated that the better the quality of career development policies applied by the library to make



the librarian satisfied, the better the performance of the organization produced.

Therefore, job satisfaction, as an individual mechanism, can be used as a transmission mechanism that explains the process of influencing career development on organizational performance, as found by Colquitt (2009). In this case, as far as career development policies get positive appreciation, the possibility of librarians feeling satisfied with aspects of their work is more excellent. The librarian's high job satisfaction with aspects in his work is what will make him contribute more optimally so that in the end, the overall organizational performance will also increase.

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