Evaluation of Human Resources (HR) and Its Implications for Service Quality at the SMKN 2 Bandung Library

Rachmelya Salsabila Firdausy[1*], Angga Hadiapurwa[2], Yayu Wulandari[3]

[1,2,3] *Indonesia University of Education, Dr. Setiabudi Street No.229, Isola, Sukasari District, Bandung City, West Java, Indonesia*

Email: rachmelyasalsa4@upi.edu (Corresponding author)

KEYWORD	ABSTRACT
	This study aims to evaluate the performance and capacity of human resources and their impact on the quality of services provided at the library of SMKN 2 Bandung by employing the Balanced Scorecard model. A descriptive qualitative method was adopted, utilizing the Balanced Scorecard approach, which includes four perspectives: financial, customer satisfaction, internal processes, and learning and growth. Data were collected through interviews with three groups of informants: the principal, librarians (including the head librarian and staff), and library users (teachers and students). The findings were triangulated through direct observation and document analysis. The results indicate that the library is staffed by only two librarians, both of whom lack relevant educational backgrounds, leading to excessive workloads and inefficiencies in core services, particularly cataloging, circulation, and reference. Despite limited funding, the school consistently provides training programs to enhance librarians' competencies. From the customer perspective, most users report receiving adequate assistance, although the services are not yet optimal. The study concludes that human resource inadequacies have a direct and significant impact on the quality of library services in vocational high schools.

KATA KUNCI	ABSTRAK
	Penelitian ini bertujuan untuk mengevaluasi kinerja dan kapasitas sumber daya manusia serta pengaruhnya terhadap kualitas layanan yang diberikan di Perpustakaan SMKN 2 Bandung dengan menggunakan pendekatan model Balanced Scoredcard. Metodologi yang diterapkan adalah kualitatif deskriptif menggunakan pendekatan Balanced Scorecard, yang mencakup empat sudut pandang: aspek finansial, kepuasan pelanggan, proses internal, serta aspek pembelajaran dan perkembangan. Data diperoleh melalui wawancara dengan tiga kelompok informan, yaitu kepala sekolah, pustakawan yang mencakup kepala dan staf, serta pemustaka yang terdiri atas guru dan siswa. Hasil data diperkuat dengan observasi dan dokumentasi. Temuan dari penelitian menunjukkan bahwa perpustakaan hanya memiliki dua staf pustakawan yang berasal dari latar belakang yang tidak sesuai, yang berakibat pada beban kerja yang berlebihan dan ketidakefisienan dalam layanan, terutama dalam proses katalogisasi, sirkulasi, dan referensi. Meskipun anggaran terbatas, pihak sekolah tetap menyelenggarakan pelatihan rutin untuk meningkatkan keterampilan pustakawan. Dari perspektif pelanggan, sebagian besar pengguna merasa cukup mendapatkan bantuan meskipun layanan yang tersedia belum maksimal. Penelitian ini menyimpulkan bahwa ketidakidealan dalam sumber daya manusia berpengaruh langsung terhadap kualitas layanan perpustakaan di Sekolah Menengah Kejuruan.

1. Introduction

In the school library environment, having sufficient, well-qualified staff can positively impact the quality of information services offered to users, including students and teachers. Nevertheless, field conditions indicate that school libraries, particularly in vocational institutions, continue to struggle with limited human resources. As reported by Hafid et al. (2024), there is a shortage of personnel to manage digital libraries, leading to a notable decline in work productivity. The insufficiency of librarian staff can disrupt the smooth execution of daily library operations and negatively influence service delivery, collection accessibility, and user satisfaction (Effendi & Krismayani, 2016).

Human resources (HR) are a key component in determining the success of management and the quality of library services (Kobat et al., 2024). Effective human resource management involves not only planning, recruitment, career development, and performance assessment, but also ensuring that existing staff possess qualifications and competencies aligned with the library's operational requirements (Azkiya, 2022). including those at the SMKN 2 Bandung Library.

In assessing the performance of human resources in school libraries, the researcher employed the Balanced Scorecard (BSC) model, which is viewed as relevant and comprehensive, especially for non-profit organizations such as school libraries. The Balanced Scorecard model is the most widely used performance measurement method for evaluating an organization's overall performance (Putri & Hadiguna, 2023). This Balanced Scorecard model highlights four perspectives to evaluate organizational performance. It can be used to measure and enhance human resources' capabilities within the library.

Previous studies have reinforced the significance of human resources in school libraries. The research by Sari & Hanum (2019) at the SMKN 1 Pontianak Library indicates that human resource management is not yet optimal, particularly in planning and training, resulting in disorganized tasks and unsatisfactory service quality. Meanwhile, a study by Salsabila et al. (2024) found similar issues at the SMKN 1 Daha Selatan Library, including a lack of library staff, particularly in specific service sections, which led to long queues and slowed the book borrowing process. Based on these earlier findings, it is crucial to ensure the availability of human resources in school libraries to keep existing operations running smoothly.

The novelty of this research lies in applying the Balanced Scorecard (BSC) model as a comprehensive evaluation framework and in integrating perspectives on internal processes, user satisfaction, and human resource learning and development. Through this approach, the study aims to address gaps in human resource evaluation within school libraries, particularly vocational school libraries, where such methods are still rarely implemented in Indonesian educational institutions. The main objective of this study is to assess the performance and capacity of human resources, as well as their impact on service quality at the SMKN 2 Bandung Library, using the Balanced Scorecard model approach.

2. Literature Review

2.1. Balanced Scorecard

The Balanced Scorecard model was introduced by Robert S. Kaplan and David P. Norton in the United States in the early 1990s. It serves as a strategic management framework for measuring an organization's performance from various perspectives (Kulsum et al., 2024). This model is used to evaluate four primary perspectives: financial, customer, internal business processes, and learning and growth (Musfah, 2023). In this approach, all four perspectives must be considered as fundamental benchmarks when assessing an object. The four perspectives of the Balanced Scorecard model are outlined below.

2.1.1. Financial Perspective

This perspective measures an organization's performance based on its financial metrics, such as profit levels, revenue growth, and appropriate spending. Analyzing this financial aspect can serve as a tool to determine whether the planning, implementation, and evaluation strategies can produce significant enhancements. In general, this perspective provides insight into how efficiently an organization creates value for its shareholders and other stakeholders.

2.1.2. Customer Perspective

From the customer perspective, an organization must begin by determining the market segment and the customers it aims to reach. Once this step is completed, management can develop measurement tools to assess how effectively each operational unit meets the established financial objectives. The primary focus of the customer perspective is maintaining customer satisfaction and loyalty, which function as crucial indicators of an organization's success. From the beginning, defining the market segment is vital to ensure that market needs correspond with the products or services offered.

2.1.3. Internal Business Process Perspective

From the internal business process perspective, this view emphasizes the critical activities that enable an organization to provide substantial value, retain its customer base within the intended market segment, and meet shareholder expectations. The objective is to ensure that the results generated support the organization's strategic goals.

2.1.4. Learning and Growth Perspective

Evaluating an organization's performance requires setting targets and indicators that encourage learning and ongoing improvement. This perspective includes elements such as employee skills, human resource development, and investments in innovation and technology. Through these initiatives, the organization can ensure that its employees improve their capabilities and achieve the set objectives.

2.1. Human Resources in School Library Services

Efficient human resource management encompasses activities such as planning, recruitment, testing, training, and evaluation (Sukinawan, 2024). Proper planning of human resources and competencies plays an important role in influencing employee performance, both individually and in teams (Sukesi & Ida Rindaningsih, 2023). Within the scope of school library management, human resources serve as a key component that directly affects the provision of high-quality information services. Skilled and experienced library staff can improve efficiency in handling collections, engaging with visitors, and developing library programs that address user needs (Sari & Hanum, 2019). Thus, effective human resource management can produce a competent library workforce, which, in turn, enhances the overall quality of library services in schools.

3.   Research Methodology

The method used in this study is a descriptive qualitative approach, supported by literature to reinforce the data presented. Descriptive qualitative research aims to reveal facts or phenomena by interpreting the perspectives of relevant experts (Lestari & Mustika, 2021). This method was selected to meet the need for a comprehensive analysis of human resource management at the SMKN 2 Bandung Library.

The participants in this research consist of the principal of SMKN 2 Bandung, the head of the SMKN 2 Bandung Library, and one library user who represents both a teacher and a student. The purpose of this study is to investigate the evaluation of human resource management within the SMKN 2 Bandung Library. Data collection was conducted through two rounds of direct observation, followed by in-depth interviews with the selected informants, the examination of human resources-related documents, and a literature review using more academic sources.

This research applied the Balanced Scorecard (BSC) framework to monitor and evaluate human resource management at the SMKN 2 Bandung Library. During the data analysis stage, the researcher organized the information according to the four perspectives of the Balanced Scorecard and matched these categories to the interview results.

4.   Research and Discussion Results

4.1. Financial Perspective

The SMKN 2 Bandung Library manages a budget to develop its collection resources, improve librarian competencies, and upgrade facilities and infrastructure, as financial support is crucial for sustaining library operations (Nukhbatillah et al., 2023), especially for allocations to librarian-related needs. However, the current budget is considered insufficient. This aligns with the library head's interview statement, which notes that the available funds fall significantly short of meeting the daily, weekly, and monthly requirements. As a result, budget constraints affect the number of librarians that can be recruited. Therefore, from a financial standpoint, the library's human resources remain inadequate.

Even so, other studies show that a designated budget is provided for librarian training at the SMKN 2 Bandung Library. This specific funding is provided directly by the school to support librarians in attending training programs to enhance their competencies. Based on these findings, the assessment of human resources from a financial perspective, particularly regarding efforts to improve librarians' skills in library science, meets the necessary standards.

4.2. Customer Perspective

From the user's point of view, the lack of sufficient human resources can directly affect service quality and the satisfaction of students and teachers—the primary users—because the SMKN 2 Bandung Library is operated by only two librarians, including the head librarian. However, this limited staffing should not reduce the standard of services provided. Interviews with teachers and several students revealed that most of them were generally satisfied with the services available. As librarians, providing optimal service is crucial to meeting users' information needs, as user satisfaction is strongly influenced by the quality of service delivered by library staff (Pahlevy & Hasan, 2021).

4.3. Internal Business Process Perspective

From the standpoint of internal business processes, having only two librarians significantly impacts the operational efficiency of various library services. According to interview results, the two staff members at the SMKN 2 Bandung Library stated that they are responsible for every stage of library operations, including collection processing such as cataloging, circulation services, and reference services, which leads to an uneven distribution of duties. This lack of personnel causes delays and inconsistent procedures, particularly in handling new collections and assisting users in finding information. One librarian also noted that the workload is quite heavy, leaving him feeling he must manage many tasks alone due to the minimal staffing. As a result, he sometimes brings work home and completes it outside of regular working hours. These circumstances show that the internal business processes at the SMKN 2 Bandung Library are not functioning efficiently. Librarians must handle a demanding workload that requires a great deal of patience, as their responsibilities include serving visitors and ensuring their satisfaction. Moreover, fulfilling these tasks often requires working beyond regular working hours (Romadhoni et al., 2015).

4.4. Learning and Growth Perspective

The librarians at the SMKN 2 Bandung Library are known to lack an academic background in library science. The two staff members come from different disciplines: the head librarian is actually an Indonesian language teacher, making him a teacher-librarian. However, based on the interview, he actively participates in training programs to support his own professional development. A teacher-librarian who gains library-related expertise through training must divide their time and responsibilities. In addition to teaching, they are also expected to ensure that the school library functions as a central learning hub and supports students in becoming independent and lifelong learners (Lusianai et al., 2022). The second librarian is not a teacher-librarian but rather a regular staff member with no background in library science.

Despite the absence of formal library education among the librarian staff, the school continues to offer specialized training to strengthen their competencies in library science. This is necessary because the existing human resources must remain productive and continually improve their knowledge and skills (Lukman Effendy et al., 2020). According to interview findings, the SMKN 2 Bandung Library has held several training sessions for its librarians. These programs usually last a few days and, in some instances, are conducted annually. The training is technical and skill-focused, concentrating mainly on the use of SLIMS for librarians. Therefore, the evaluation of human resource learning and development at the SMKN 2 Bandung Library is relatively good.

5. Conclusion

According to the Balanced Scorecard evaluation, the human resource condition at the SMKN 2 Bandung Library has not yet met the ideal standard required to support information services effectively. The small number of librarians and their lack of proper qualifications contribute to inefficiencies in internal service operations, particularly in collection management, reference services, and the use of library systems. Although the school has offered training, the absence of a library science background among staff continues to hinder improvements in service quality. The uneven workload and limited competencies also affect user satisfaction, even though some users acknowledge that the services provided are already helpful. These findings emphasize the need for continuous planning and development of human resources to ensure that school libraries can fully serve as learning resource centers in vocational education.

This study is limited to a single case within a State Vocational High School and focuses solely on evaluating human resources from an internal perspective. Therefore, future research should expand its scope by involving multiple institutions of a similar type to obtain a more comparative understanding and stronger generalizations. Further studies could also adopt a quantitative approach, assessing librarian performance through specific service indicators and analyzing user satisfaction using statistical techniques. Additionally, examining the leadership approach of the head librarian, the school's organizational culture, and librarians' work motivation represents a valuable direction for advancing knowledge on human resource management in educational libraries.

References

Azkiya, S. R. (2022). Manajemen Sumber Daya Manusia Perpustakaan: Studi Pemikiran Lasa HS. *UNILIB : Jurnal Perpustakaan*. https://doi.org/10.20885/unilib.Vol13.iss2.art5

Effendi, M. R. B., & Krismayani, I. (2016). ANALISIS DAMPAK KEKURANGAN JUMLAH PUSTAKAWAN DI KANTOR ARSIP DAN PERPUSTAKAAN DAERAH KOTA TEGAL. *Jurnal Ilmu Perpustakaan*, *5*(4), Article 4. https://ejournal3.undip.ac.id/index.php/jip/article/view/15331

Hafid, M. F. A., Damopolii, M., & Hasan, M. (2024). PENERAPAN PERPUSTAKAAN DIGITAL (DIGITAL LIBRARY) DI SMK NEGERI 1 MAJENE. *TEKNOS: Jurnal Pendidikan Dan Teknologi*, *1*(2), Article 2. https://doi.org/10.59638/teknos.v1i2.229

Kobat, H. M., Lestari, E. S., & Koerniawati, T. (2024). Pengelolaan Sumber Daya Manusia Pada Perpustakaan Universitas Islam Negeri Salatiga. *Pustaka : Jurnal Ilmu-Ilmu Budaya*, *24*(2), 138–147. https://doi.org/10.24843/PJIIB.2024.v24.i02.p04

Kulsum, U., Nurfitriani, N., Sunarto, S., & Heriyanto, H. (2024). PENGEMBANGAN MODEL EVALUASI KINERJA SDM BERBASIS BALANCED SCORECARD: STUDI PADA KANTOR AKUNTAN PUBLIK DI KOTA SAMARINDA. *JURNAL ILMIAH M-PROGRESS*, *14*(2), Article 2. https://doi.org/10.35968/m-pu.v14i2.1233

Lestari, A., & Mustika, D. (2021). Analisis Program Pelaksanaan Penguatan Pendidikan Karakter (PPK) di Sekolah Dasar. *Journal Basicedu*, *5*(3), 1577–1583. https://doi.org/10.31004/basicedu.v5i3.912

Lukman Effendy, Baiq Anggun Hilendri Lestari, & Rohyadi, I. (2020). BALANCED SCORECARD (BSC): REKAYASA PADA ENTITAS RUMAH SAKIT. *Jurnal Riset Akuntansi Aksioma*, *19*(1), 155–182. https://doi.org/10.29303/aksioma.v19i1.91

Lusianai, W. O., Muliati, M., Astin, A., & Jabar, A. S. (2022). Model Pengembangan Perpustakaan Sekolah Berbasis Guru Pustakawan. *Lentera Pustaka: Jurnal Kajian Ilmu Perpustakaan, Informasi dan Kearsipan*, *8*(2), 85–94. https://doi.org/10.14710/lenpust.v8i2.36532

Musfah, J. (2023). *Manajemen Mutu Pendidikan: Teori Dan Kebijakan*. Prenada Media.

Nukhbatillah, I. A., Hasanah, U., Suhertin, T., Milah, A. R., & Mukti, A. T. S. (2023). Analisis Kesesuaian Penyelenggaraan Perpustakaan Sekolah Berdasarkan Standar Perpustakaan (Studi Kasus MIS Bojongmalang Pangandaran). *El-Idare: Journal of Islamic Education Management*, *9*(1), Article 1. https://doi.org/10.19109/elidare.v9i1.18347

Pahlevy, A. R., & Hasan, T. (2021). Kajian Terhadap Kepuasan Pemustaka dalam Menerima Layanan Petugas Perpustakaan di Perpustakaan Universitas Negeri Jakarta. *Jurnal Gema Pustakawan*, *9*(1), 69–83. https://doi.org/10.31258/jgp.9.1.69-83

Putri, R. M., & Hadiguna, R. A. (2023). Model Penilaian Kinerja Rantai Pasok Produk Soft Drink Berbasis Balance Scorecard dan SCOR Terpadu. *Jurnal Rekayasa Industri (JRI)*, *5*(1), 1–9. https://doi.org/10.37631/jri.v5i1.887

Romadhoni, L. C., Asmony, T., & Suryatni, M. (2015). Pengaruh Beban Kerja, Lingkungan Kerja, dan Dukungan Sosial Terhadap Burnout Pustakawan Di Kota Mataram. *Khizanah al-Hikmah : Jurnal Ilmu Perpustakaan, Informasi, dan Kearsipan*, *3*(2), 124–145. https://doi.org/10.24252/kah.v3i2a3

Salsabila, S. Z., Raudah, S., & Husaini, M. (2024). MANAJEMEN PELAYANAN PERPUSTAKAAN DALAM MENINGKATKAN MINAT KUNJUNG SISWA SMK NEGERI 1 DAHA SELATAN KABUPATEN HULU SUNGAI SELATAN. *Jurnal Pelayanan Publik*, *1*(2), Article 2. https://ejurnal.stiaamuntai.ac.id/index.php/JPP/article/view/436

Sari, R. N., & Hanum, A. N. L. (2019). MANAJEMEN SUMBER DAYA MANUSIA DI PERPUSTAKAAN SMK NEGERI 1 PONTIANAK. *Jurnal Pendidikan Dan Pembelajaran Khatulistiwa (JPPK)*, *8*(10), Article 10. https://doi.org/10.26418/jppk.v8i10.36215

Sukesi, D. & Ida Rindaningsih. (2023). PERENCANAAN SUMBER DAYA MANUSIA DAN KOMPETENSI TERHADAP KINERJA PEGAWAI. *PERISAI: Jurnal Pendidikan dan Riset Ilmu Sains*, *2*(2), 195–206. https://doi.org/10.32672/perisai.v2i2.162

Sukinawan, K. (2024). Manajemen Sumber Daya Manusia dalam Peningkatan Mutu Sekolah Menengah. *JIIP - Jurnal Ilmiah Ilmu Pendidikan*, *7*(8), 8374–8379. https://doi.org/10.54371/jiip.v7i8.4986