

## Research Article

Ahmad Husni Hamim<sup>1\*</sup>, Jaja Jahari<sup>2</sup>, Qiqi Yuliati Zakiyah<sup>3</sup>, Opik Taupik Kurahman<sup>4</sup>, Mohamad Jaenudin<sup>5</sup>

# Madrasah Library Human Resources Management Based on Training and Development

\*Corresponding Author: **Ahmad Husni Hamim**: Universitas Islam Negeri Sunan Gunung Djati Bandung, Indonesia; [ahmadhusni030467@gmail.com](mailto:ahmadhusni030467@gmail.com)

**Jaja Jahari**: Universitas Islam Negeri Sunan Gunung Djati Bandung, Indonesia; [jajajahari@uinsgd.ac.id](mailto:jajajahari@uinsgd.ac.id)

**Qiqi Yuliati Zakiyah**: Universitas Islam Negeri Sunan Gunung Djati Bandung, Indonesia; [qqzaqiah67@gmail.com](mailto:qqzaqiah67@gmail.com)

**Opik Taupik Kurahman**: Universitas Islam Negeri Sunan Gunung Djati Bandung, Indonesia; [opik1@uinsgd.ac.id](mailto:opik1@uinsgd.ac.id)

**Mohamad Jaenudin**: Universitas Islam Negeri Sunan Gunung Djati Bandung, Indonesia; [moch.jaenudin74@gmail.com](mailto:moch.jaenudin74@gmail.com)

DOI: <https://doi.org/10.54443/ijedl.v3i3.246> | received January 28, 2025; accepted February 13, 2025; online February 28, 2025

**Abstract:** The library is an important component in education that functions as a center for information and knowledge sources for students and teachers. Based on literature reviews and initial survey results at two MANs, it was obtained that the competence of library human resources was not supported by knowledge in the field of library science. The placement of library staff is not in accordance with their educational background; therefore, it is necessary to develop HRD of madrasah libraries through education and training for professional staff. The purpose of the study was to identify, analyze, and describe the development of library human resource management planning, implementation of library human resource management, evaluation of library human resource management, strengths and weaknesses of library human resource management, design of an effective training-based library human resource management model in the future with a pattern of HRD development of madrasah libraries based on education and training at MAN 1 Regency and MAN 2 Bandung City. The method used is a qualitative method that uses qualitative data to describe a phenomenon, event, or condition socially. This method is carried out by means of observation, interviews, studying documents. With a qualitative descriptive method to get a picture in the field, explore or photograph the social situation to be studied comprehensively, broadly, and deeply, understand the phenomenon of what is experienced by the research subjects. The successful data is then analyzed to obtain conclusions. The results of this study indicate that there is; First, planning of library human resource management, Second, implementation of recruitment from internal and external library HR based on needs analysis and selection, Third, evaluation of library human resource management by conducting performance assessments, Fourth, identifying the strengths and weaknesses of madrasah library HR, Fifth, designing madrasah HR development which includes planning, organizing, mobilizing, and supervising, Sixth, making efforts to develop library HR through education and training.

**Keywords:** Library Human Resource Development, Education and Training.

## Introduction

Human Resources (HR) are a determining factor in the success of achieving an organization's goals, as HR is a strategic factor in carrying out all institutional or organizational activities to achieve its objectives. The same applies to the field of education, where HR plays a crucial role in determining the quality of education. HR that contributes to the success of the learning process includes teachers and other educational staff, such as librarians, laboratory assistants, computer administrators, counselors, and other educational administrative personnel.

Qualified educational human resources, whether educators or educational staff, are those who excel in knowledge, skills, attitudes, behavior, flexibility, adaptability, and responsiveness to developments in the education sector. Human resources are the main element that needs to be well-managed, as they are the only resource that possesses intellect, emotions, desires, abilities, skills, knowledge, motivation, energy, and creativity.

Similarly, human resources in libraries are the most dominant resource compared to other resources such as collections, facilities, infrastructure, and financial resources. Library

management will function properly only if human resources can effectively utilize other resources, which significantly impacts an organization's efforts to achieve its goals.

A library, considered the heart of a school, requires a strong commitment from the entire academic community, including the principal, teachers, librarians, and, in private schools, the foundation's management. They must all share the same perception and paradigm regarding the importance of libraries in education.

One of the standards for a madrasa library is its personnel—those who are qualified to manage the library based on their educational background and experience. The number of personnel should also correspond to the number of users. Library personnel include the head librarian and staff members. Therefore, developing the capabilities of educational staff, particularly library managers, is essential to improving library management and enhancing the quality of education in madrasas.

Madrasas need professional library managers who can design and organize libraries effectively. These designs should be proposed to the madrasa to improve and provide better learning resources for teachers and students. Library personnel must apply their skills professionally, effectively, and efficiently.

Library staff are part of the educational workforce responsible for managing the library. However, their role extends beyond library management; they must also contribute to and support educational activities. With competent and high-quality library human resources, along with effective and efficient management, a madrasa can achieve outstanding academic performance. Therefore, a madrasa must have library personnel who demonstrate professionalism aligned with their expertise and competencies.

Based on an interview with the library management staff at MAN 1 Bandung Regency, it was stated that the human resources (HR) managing the library at Madrasah Aliyah Negeri

(MAN) 1 Bandung Regency play a crucial role in supporting teachers and students in their learning activities. This includes assisting with learning difficulties, completing assignments, and addressing issues related to library materials. However, the library HR at Madrasah Aliyah Negeri 1 currently lacks the necessary academic competencies and has an insufficient number of staff. As a result, room organization and library material arrangement are not well-structured, leading to disorganized book placement and an inability to provide optimal services.

In line with the interview findings with the library management staff at MAN 2 Kota Bandung, as conveyed by the library staff, it was revealed that the library at MAN 2 is managed by human resources (HR) whose educational background is not in library science. Therefore, it is crucial for the library staff at Madrasah Aliyah Negeri (MAN) 2 Kota Bandung to understand their duties and the principles of library management so they can contribute effectively to the teaching and learning process, benefiting both teachers and students in expanding their knowledge within the madrasa environment. Looking ahead, MAN 2 Kota Bandung hopes to have competent and skilled library personnel capable of improving library management and providing excellent service to library users.

## Method

According to Rahardjo, quoted in (Rifky, 2024), research methods are a way to obtain and search for tentative truths, not absolute truths. The result is scientific truth. Scientific truth is a truth that is open to continuous testing, criticism and even revision. Therefore, there is no best method for searching for the truth, but there is a method that is appropriate for a particular purpose according to the existing phenomenon. Budiharto was quoted in (Nuary, 2024) that the choice of research method must be adjusted to the research being carried out so that the results are optimal.

This research seeks to analyze and describe the management of madrasah library human resources based on training and development. The type of research used in this research is a descriptive analysis method. According to (Sembiring, 2024) descriptive analysis is empirical research that investigates a specific symptom or phenomenon in a real-life setting. The results of this research were collected using primary data and secondary data.

The approach used in this research is a qualitative approach. According to Bogdan and Taylor in (Arif, 2024), a qualitative approach is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. According to (Djafri, 2024) the method is to transcribe the data, then coding the notes in the field and interpreting the data to obtain conclusions.

This research uses qualitative research with field research methods. According to (Kartika, 2021) this approach is adapted to the main aim of the research, namely describing, and analyzing the management of madrasah library human resources based on training and development. So that this method will be able to explain the problems of the research (Rohimah, 2024).

Determining appropriate data collection techniques greatly determines the scientific truth of a research. The data collection techniques used in this research are observation, interviews, and documentation.

Engineering can be seen as a means of carrying out technical work carefully using the mind to achieve a goal. Even though the study is an effort within the scope of science, it is carried out to collect realistic data systematically to realize the truth. Research methodology is a means to find a cure for any problem. In this case, the author collects information about the management of madrasah library human resources based on training and development,

articles, journals, theses, theses, ebooks, etc. (Arifudin, 2024).

Because it requires material from the library as a data source, this research utilizes library research. Researchers need books, scientific articles and other literature related to the topics and problems they explore, both print and online (Paturochman, 2024).

Searching for information from data sources requires the use of data collection techniques. Amir Hamzah in (Lahiya, 2025) claims that data collection is an effort to collect information related to the subject under study. The author uses library research methods to collect data. Specifically, the author starts with the library to collect information from books, dictionaries, journals, encyclopedias, papers, periodicals, and other sources that share the view of training and development-based madrasa library human resource management.

Amir Hamzah further said that data collection means various efforts to collect facts related to the topic of discussion that is being or will be explored (Arifudin, 2025). These details can be found in scientific literature, research and scientific writings, dissertations, these, and other written sources. According to (Judijanto, 2025) data collection can be carried out in various circumstances, using different sources, and using different techniques.

Observation is part of the research process directly regarding the phenomena to be researched (Farid, 2025). With this method, researchers can see and directly feel the atmosphere and condition of the research subject (Kusmawan, 2025). The things observed in this research are the management of madrasa library human resources based on training and development.

The interview technique in this research is a structured interview, namely interviews conducted using various standard guidelines that have been established, questions are arranged according to information needs and each question

is needed to reveal any empirical data (As-Shidqi, 2025).

Documentation is a technique for collecting data through existing documents or written notes (B. Arifin, 2024). Documentation comes from the word document, which means written items. In implementing the documentation method, researchers investigate written objects, such as books, magazines, meeting minutes and diaries. According to Moleong in (Kartika, 2024) the documentation method is a way of collecting information or data through examining archives and documents. Furthermore, according to (Kartika, 2023) documentation strategy is also a data collection technique proposed to research subjects. The data collection method using the documentation method was carried out to obtain data about the condition of the institution (research object), namely the management of human resources in madrasah libraries based on training and development.

Muhadjir in (Ulimaz, 2024) states that data analysis is the activity of carrying out, searching for, and compiling records of findings systematically through observations and interviews so that researchers focus on the research they are studying. After that, make the found material for other people, edit, classify, and present it.

## Results and Discussion

### Planning for the Development of Madrasa Library Human Resource Management Based on Training

Planning is the process of creating a plan to achieve specific goals. Planning can be carried out by individuals or organizations and is an essential part of management activities.

A written plan serves as a guideline for all parties involved in the management and development of library human resources, enabling them to understand library programs and providing a reference for carrying out library tasks and development initiatives (Komarudin,

2012). The research consists of the planning of human resource development, the implementation of library human resource management development, the evaluation of human resource development, the strengths and weaknesses of library human resource development, and the design of a training-based library human resource management model at MAN 1 Kabupaten Bandung and MAN 2 Kota Bandung. The findings from both research sites will be confirmed with theories presented in the literature review chapter, leading to new insights in this study.

Library human resources in madrasas are a crucial element for the success of education management at Madrasah Aliyah Negeri. They must possess significant potential to develop their abilities and work towards continuous competency development. In the development of library human resource management (Law No. 43 of 2007), the government, through this law, explains that library human resources should be supported by an educational background that aligns with the field (Kartika, 2020).

The task of strengthening and advancing library human resources in madrasa education is certainly a valuable opportunity for Islamic education. The principles of Islamic education, as a blessing for the entire world, have become an integral part of the vision of Islamic education. Through support in the RPJMN (National Medium-Term Development Plan), Islamic education also can present the face of Islamic education in Indonesia in a more structured and comprehensive manner at the global level. Similarly, the development of library human resources in madrasas must be seen as a critical element in enhancing the quality of Islamic education.

The planning of training-based human resource development is the process of determining workforce needs and then planning and implementing training programs to improve employees' knowledge, abilities, and skills. This

includes assessing training needs, identifying the required training, setting training objectives, establishing organizational training goals, creating training action plans, executing the planned training initiatives, and evaluating and revising the training conducted.

Some characteristics contributing to the complexity and uncertainty of management come from the organizational or institutional environment. Human resource management is the design of a formal system within an organization that ensures the effective and efficient utilization of human resource talents to achieve organizational goals (SHRM, 2002).

The role of library human resource management is to empower, utilize, and manage the library to meet the service needs of library users, including teachers and students, in enhancing the quality of education. The quality of madrasa library management largely depends on the capacity of its human resource staff (Suherman, 2009). Human resources are one of the most important factors in a library. Human resources (HR) must be managed properly to improve the effectiveness and efficiency of the organization. Human resources (HR) are considered a strategy for planning, development, training, and mentoring to manage people for optimal performance (Zulkifli, 2016). Human resources are one of the most important factors in a library. Human resources (HR) must be managed properly to enhance the effectiveness and efficiency of the organization. Human resources (HR) are considered a strategy for planning, development, training, and mentoring to manage people for optimal performance (Zulkifli, 2016).

Library administrators, such as the head of the library or their deputy, are expected to continuously issue directives that form the basis of library policies. Directing is a complex process that involves ensuring all tasks are properly carried out by all staff members. Directing is one of the challenges for managers (Azaz, 2018).

### **Implementation of Training-Based Library Human Resource Management Development**

The Republic of Indonesia Law No. 43 of 2007 on Libraries explains that a librarian is defined as someone who possesses competencies acquired through education and/or library training and has the duties and responsibilities to carry out library management and services (Ramli, 2024).

The development of human resources (HR) in libraries can be carried out in various ways, including through formal or non-formal education, such as advanced studies, training, seminars, workshops, courses, and internships. Library human resources or librarians are individuals who possess competencies acquired through education and library training and have the duties and responsibilities to carry out library management and services (Ningsih, 2024).

Librarianship is a scientific and professional activity that includes library management, library services, and the development of library systems. The three components that make up and form a library are physical facilities or a set of facilities, information, and personnel or human resources responsible for collecting and organizing the collection and determining the information needed by users. Among these three components, only the last one can bring the library to life and make it dynamic (Ibrahim, 2016).

Library staff/librarians are library human resources that need to be given attention, as they are a crucial element in an organization (Azmar, 2018). This element certainly plays a crucial role in the success of various activities carried out by the organization. Therefore, various efforts to develop and enhance human resources need to be carried out systematically and continuously (Kristiawan, 2016).

Human resource development (HRD) can be defined as an activity carried out by an institution or organization over a certain period to enhance the skills and expertise of its human resources within the organizational entity,



ultimately improving the organization's overall productivity. The definition of development, according to Andrew E. Sikula, as quoted by Priansa, is (Suwanto, 2016). As follows: "Development is a long-term educational process that utilizes systematic and organized procedures, in which managerial personnel learn conceptual and theoretical knowledge for general purposes." According to (Krismiyati, 2017). Human Resource Development is an effort to enhance the knowledge, abilities, and attitudes of organization members, as well as to provide career pathways supported by organizational flexibility in achieving goals.

According to (Budiarti, 2017) states that Human Resource Development is an effort to improve employees' technical, theoretical, conceptual, and moral capabilities in accordance with job or position requirements through education and training. Organizations need to understand that individuals have families and social lives, creating a mutually beneficial condition. This means that to have effective employees within an organization, fundamental human aspects must be considered in employee development. Human Resource Development is recognized as an essential part of an organization's HR management.

According to Melayu Hasibuan in (Marantika, 2020), the principle of Human Resource Development is to enhance employees' quality and work capabilities. To ensure that development achieves good results at a relatively low cost, a development program should be established beforehand. This program should outline objectives, policies, procedures, curriculum, and the timeframe for implementation. The development program must be based on improving the effectiveness and efficiency of each employee in their respective positions.

According to Melayu Hasibuan in (Arifudin, 2021), Human Resource Development (HRD) is categorized into formal and informal

development. a) Informal Development refers to employees who, on their own initiative and effort, train and develop themselves by studying literature related to their work or position. Informal development demonstrates that the employee has a strong desire to advance by improving their work capabilities. This benefits the institution as employees' job performance increases, along with improved efficiency and productivity. b) Formal Development refers to employees being assigned by the institution to participate in education or training programs, whether organized by the institution itself or conducted by external educational or training institutions. Formal development is carried out by the institution to meet current or future job demands, whether for non-career-related purposes or for career advancement.

The development in the implementation of Human Resource Management (HRM) in libraries can be one of the keys to improving library management within educational institutions at Madrasah Aliyah Negeri. Several development steps can be taken through specialized education and training, including: 1) Organizing training specifically for library staff at the madrasah, such as collection management, information technology, customer service, and information literacy. 2) Continuous education, encouraging staff to engage in continuous education and online courses to improve their competence and professionalism.

The purpose of HRD is to enhance the skills of human resources to become more productive in their work and create positive changes for the staff. Training aims to improve current capabilities, while development prepares staff for higher roles in the future. An appropriate and planned approach to developing library HRD is crucial for achieving optimal results and library goals.

Basically, the implementation of HRD development is one stage in the policy process, with a leader or manager in an educational

institution. HRD development is typically carried out after a policy has been formulated with clear goals, including short-term, medium-term, and long-term objectives.

To enhance HR in madrasah libraries, training is essential, such as attending training in excellent service, library management, and other areas. Additionally, job rotation, which involves rotating staff within equivalent positions, involvement in library activities, attending scientific meetings, seminars, workshops, competitions, and writing articles, is vital. Coaching is also provided to HR.

Based on qualifications and employment status, library staff are generally divided into two categories: 1) Library staff with functional librarian status (civil servant) receive credit points regulated in the Minister of Administrative and Bureaucratic Reform Regulation No. 9 of 2014 concerning Functional Librarian Positions and their Credit Points, or other regulations established by the authorized officials. 2) Library staff with a teaching/administrative staff status who are assigned additional tasks to manage the madrasah/school library, either as the head or a staff member, receive credit points regulated in the Minister of Education and Culture Regulation of the Republic of Indonesia No. 15 of 2018 on the Fulfillment of Teacher, Principal, and Supervisor Workloads, which explains in paragraph (7) that additional tasks related to the implementation of main duties according to the teacher's workload as referred to in Article 3, paragraph (1), letter (e), include:

- a. Deputy head of the educational unit;
- b. Head of the specialized program in the educational unit;
- c. Head of the library in the educational unit;
- d. Head of the laboratory, workshop, or production unit/teaching factory in the educational unit;
- e. Special supervisor in educational units that implement inclusive education or integrated education; or additional tasks other than

those mentioned in letters a to e related to education in the educational unit (Febrianty, 2020).

### **Evaluation of the Development of Library Human Resources in Madrasah Based on Training.**

Evaluation is a process that determines the condition, i.e., whether a goal has been achieved. Evaluation always involves a process. It can be said that evaluation is challenging because it encompasses various aspects that must be considered. Evaluation is related to the activities of measuring and assessing (Fardiansyah, 2022).

Evaluation of library human resources management aims to improve the management of libraries in educational institutions through the aspect of gathering information. This is crucial to ensure that the evaluation can identify competent, professional library staff who can provide effective support for education in the madrasah environment. The following evaluations of human resources can be conducted, such as how library staff design the availability of information sources, whether the library has an adequate and relevant collection of information sources aligned with the curriculum, and whether the collection of information sources is periodically updated to accommodate developments in science and technology.

The quality of information sources is assessed by the quality of the existing resources in the library, such as their accuracy, currency, and credibility, ensuring that the sources are trustworthy and reputable. Information accessibility refers to the evaluation of the ease of access to information by library users, checking whether the library provides online catalog services, Wi-Fi networks, and access to digital databases to facilitate information retrieval.

Evaluation of the training programs provided to the library human resources in managing and providing information ensures that the library staff has adequate competencies and

skills to collect, manage, and provide information to users. The use of information technology is also evaluated, assessing whether the library effectively utilizes information technology to enhance the efficiency and effectiveness of information services. Feedback from users is collected to gather input regarding the availability, quality, and accessibility of information sources. Library evaluation responds promptly and accurately to users' needs and expectations.

Collaboration with educational institutions is another evaluation aspect, assessing the cooperation between the library and educational institutions to support the educational process. This includes evaluating the library's collaboration with teachers and students in providing information resources that support the curriculum and teaching and learning activities.

By evaluating the aspect of gathering information, libraries can assess the effectiveness of library human resource management in supporting the management of libraries within educational environments. This evaluation also serves as a basis for improvements and the development of better strategies in providing quality information resources that support the educational process.

Based on the explanation above, evaluation is a system conducted to generate a written report used to identify issues within an implemented system to provide an overview of the current system's condition. This helps solve problems and serves as a reference for educational administrators in making decisions, including evaluating library human resources as part of the educational administration in madrasahs.

The evaluation of human resources management in madrasah libraries to improve library management in the madrasah educational environment through the analysis aspect includes:

1) Human Resources Needs Analysis: Evaluating whether the qualifications of madrasah library staff match the job demands

and the needs of modern libraries. Competency analysis involves checking if library staff possess the necessary skills in information services, information technology, and collection management.

- 2) Recruitment and Selection Analysis: The recruitment process evaluation examines whether the process has successfully sought and attracted qualified and potential individuals. It also analyzes the effectiveness of the selection method in ensuring that the selected employees align with the library's needs.
- 3) Training and Development Analysis: Reviewing the training programs that have been organized to enhance employee competence. This includes career development opportunities and evaluating programs aimed at improving staff performance in managing madrasah library services.
- 4) Employee Performance and Evaluation Analysis: Determining the metrics used to measure employee performance. Feedback and Evaluation: Evaluating the feedback system and performance evaluations to provide input to employees.

Analysis of Employee Motivation and Retention: Employee retention is the ability of an institution/organization to retain quality, productive, and professional employees. Employee retention is important for the institution/organization to maintain the continuity of efforts to preserve prestige. Prestige is authority related to someone's achievements or abilities. It can also be understood as social status, honor, and position held by an individual or consumer confidence.

- a. Motivation Factors: Identifying the factors that motivate employees to perform at a high level and remain committed.
- b. Retention Strategies: Reviewing retention strategies to retain potential and high-quality employees.



- c. Leadership and Management Analysis: 1) Leadership Style, 2) Evaluating the leadership style applied within the organization and its impact on employee motivation and performance, and 3) Conflict Management: Reviewing management's ability to handle conflicts and build cooperation among employees.

By evaluating based on the above criteria, the results related to the development of library management at Madrasah Aliyah Negeri can lead to sound decisions to improve library management efforts in the madrasah educational environment through the optimization of human resources management. This evaluation can also serve as a foundation for designing more effective strategies and development programs in the future.

### **Design of Human Resource Management Model for Madrasah Libraries Based on Training**

Human Resource Management (HRM) is the science or method of managing the relationships and roles of the resources owned by individuals in a way that maximizes their potential to achieve a specific goal. According to Marwansyah in (Sappaile, 2024), management is the utilization of human resources within an organization, carried out through functions such as human resource planning, recruitment and selection, human resource development, career planning and development, as well as providing compensation and welfare.

According to Sastrohadiwiryono in (Sanulita, 2024), Human Resource Management is replaced by labor management, which refers to the utilization, development, knowledge, regulation, and enhancement of labor elements. The performance of employees, both good and bad, aims to achieve the maximum effectiveness and efficiency in accordance with the organization's goals.

The definition above clearly explains that Human Resource Management is the process of planning, organizing, implementing, and controlling human resources within an organization to achieve goals effectively and efficiently. Human Resource Management covers a broad scope, and one definition and limitation used is that human resource management refers to the policies and practices required by an individual to carry out the human resource aspects of a manager's position. Essentially, the key activities of human resource management are as follows:

#### **1. Employee Performance**

The goals of an organization will not be achieved without the active role of employees, no matter how advanced the tools, machines, and other resources are, as without reliable human resources, the presence of tools and machines cannot function optimally. An employee is someone who works for another person and sells their services, time, effort, and thoughts to the organization in exchange for compensation from that organization. Employee performance is the quality and quantity of work achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to them. This creates a bond or contract regarding each party's rights and obligations. The role of employees in an organization is reflected in their involvement in planning, systems, processes, and the goals the organization aims to achieve.

Referring to the explanation above, the role of human resource management is to organize and establish personnel programs, including:

- a. The quantity, quality, and determination of effective labor in accordance with the needs of the organization.
- b. Establishing employee recruitment, selection, and placement.
- c. Establishing welfare programs, development, promotion, and termination.
- d. Understanding labor laws.

According to Cut Zurnali in (Hanafiah, 2022), an organization/institution must be able to find and attract potential employees who can work using information and communication technology, referred to as knowledge workers.

To improve the performance of employees, there must be a truly strategic system that allows the interests of the organization and the needs of the employees to be easily realized, namely: a) Rewards: The rewards must be fair and appropriate, capable of increasing work motivation and loyalty. b) Adjustment: For example, adjusting the timing of salary payments. c) Communication: Enhancing relationships between employees or between employees and leadership, creating a harmonious relationship. d) Anticipating labor conflicts. e) Integrating activities to achieve harmonious cooperation. Information: Understanding employee satisfaction and identifying employee issues. f) Determining the right steps to establish organizational policies. g) Understanding changes both internally and externally within the organization. h) Conducting a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats).

## 2. Employee/Staff Productivity

Productivity is the output (product or service) per unit of input (resources) used in a production process. Productivity can be measured in physical terms (physical productivity) and financial terms (financial productivity). Productivity is an important aspect for a company, as high performance in the company will lead to profit and ensure the company's sustainability. To improve work productivity, it is necessary to have a workforce with the necessary skills and expertise because, without skills and expertise, productivity will decline and harm the organization.

Joseph in (A. Arifin, 2024), the following steps are stages that must be considered in a

comprehensive and integrated productivity improvement plan:

- a. Situation analysis.
- b. Designing a productivity improvement program.
- c. Creating awareness of productivity.
- d. Implementing the program.
- e. Evaluating the program and providing feedback.

High productivity can be achieved if supported by employees who be motivated and a conducive work environment in carrying out their duties and responsibilities. Motivation can foster the ability to work and collaborate, which will indirectly increase productivity. However, if employees' motivation is high but not supported by a comfortable work environment, work productivity will not be good.

## 3. Employee/Staff Work Enthusiasm

An organization or institution, to improve productivity, needs the work spirit of each employee. Work spirit refers to the condition of how an employee performs their job every day. The higher the work spirit, the more it will enhance employee productivity. The level of work spirit can be seen from factors such as attendance, work anxiety, turnover rates, and the number of job demands on employees. Every employee in an organization will face problems that lead to high work pressure. This creates a situation where employees find it difficult to maintain their work spirit. Therefore, a well-structured and clear organizational job design is created to positively influence the work conditions and help boost the work spirit of employees.

Sunarto in (Hoerudin, 2023), job design is the specification of the content, methods, and relationships of various tasks to meet business demands and the personal needs of individuals or teams. If the job design provided is unclear, it will result in employees not fully understanding their tasks and responsibilities, which will affect their work enthusiasm. Job design always influences

the fundamental behavioral conditions of individuals within an organization, creating motivation for each employee by creating a clear job design and task significance.

#### 4. Employee/Staff Work Motivation

The factors that influence the emergence of motivation are basic physiological needs, safety needs, social needs, ego needs, and self-actualization needs. Seven important factors used to motivate employee performance (motivators) are achievement, recognition, challenges, interests, responsibility, promotion, and salary/benefits.

#### 5. Job satisfaction

Job satisfaction is a person's feeling toward their work and reflects their positive or negative perspective about their job. Job satisfaction is a general attitude that reflects a combination of several interconnected attitudes an individual holds toward their work. According to Daft Streers, job satisfaction is an emotional attitude that results from successfully carrying out one's tasks and work experience.

Essentially, job satisfaction is an individual matter. Each person will have a different level of satisfaction based on the value system they hold. This is due to differences between individuals. The more aspects of the job that align with an individual's desires, the higher the level of satisfaction they will feel, and vice versa.

#### 6. Leadership

Leadership is an important factor in the success of management. The significance of leadership can be felt at the individual, interpersonal, managerial, and organizational levels. Interpersonal leadership occurs when an individual with trustworthy character communicates with others and works synergistically, producing results that are greater

than what could be achieved if they were working alone.

Managerial leadership occurs when individuals work together to achieve organizational goals. Empowerment is the key aspect of managerial leadership, whereas organizational leadership happens when vision, mission, strategy, values, work processes, structure, and organizational systems are integrated and aligned to support individual leadership, interpersonal leadership, and managerial leadership. Leadership is a broad concept that plays a crucial role in various fields, including marketing, education, industry, social organizations, and even daily life. In every society, two distinct social groups emerge: the leaders, a selected minority, and the followers, the general public. Without a leader, organizational goals become meaningless, as there is no one to unify and align various interests.

Library human resource management involves all efforts to achieve library objectives by utilizing both human and non-human resources while considering functions, roles, and expertise. Human resources play a vital role as the key organizers and determinants of a library's success. A library, as an information unit, will perform effectively when managed with high-quality human resource management. With proper HR management, library activities can achieve their intended goals.

Manullang in (Fitria, 2023), library staff or librarians recruited are expected to contribute to high productivity and performance. In recruitment and selection processes, it is essential to hire personnel who meet the required qualifications and are well-suited to their designated roles. This is where the role of the madrasah principal becomes significant in the hiring of new library staff or librarians. With effective recruitment and selection, the results will also be positive. This will lead to professional library staff who can understand library management, provide the best services, and

ensure user satisfaction. Directly or indirectly, this will enhance the efficiency and productivity of library services through the professional management of library facilities and infrastructure.

Training encompasses all activities aimed at providing, acquiring, enhancing, and developing work competencies, productivity, discipline, attitudes, and work ethics at a specific level of skills and expertise in accordance with job levels and qualifications.

Training is the process of practicing or developing a skill and knowledge for oneself or others, related to specific competencies deemed useful. It prepares trainees to pursue a particular professional path that aligns with the technology and organization in which they work and helps them improve their proficiency, particularly in understanding and skills related to their tasks. According to (Noe et al, 2003) Training is a planned effort to facilitate the learning of job-related knowledge, skills, and behavior by employee. This means that training is a planned effort to facilitate learning about job-related knowledge, skills, and behavior for employees.

According to (Gomez-Mejia, 2001) Training is usually conducted when employees have a skill deficit or when an organization changes a system and employees need to learn new skill. This means that training is usually conducted when employees lack certain skills or when an organization changes its system, requiring employees to learn new skills. Human resource training and development is an effort to enhance knowledge, skills, and attitudes so that employees can better understand their current and future roles and responsibilities. By conducting this training, productivity, accuracy, and quality of results will improve. Library human resources will be better equipped to understand and fulfill their tasks and meet the organization's performance requirements through the support of training and development programs.

Training is also provided in the form of assistance. This assistance may include guidance, mentoring, facilities, information delivery, skill training, and the organization of a learning environment. Essentially, participants already have potential, experience, and motivation to carry out training activities independently and improve themselves so that they can help themselves. The term "assistance" is more humanistic and does not treat participants as machines (mechanistic). Guidance is a form of assistance given to individuals. It is beneficial for employees in helping them prepare for tasks or assignments that require new skills, ultimately increasing productivity and achieving overall well-being.

The objectives of employee training and development mentioned above can be explained as fundamentally aiming to enhance employees' abilities in cognitive (knowledge), affective (attitude), and psychomotor (behavior) aspects. Additionally, training and development prepare employees to face changes that may occur, enabling them to overcome potential obstacles in their work. The development of human resources in madrasah libraries is important because the library is a crucial part of supporting the teaching and learning process. Skilled and continuously developing librarians can provide the best services to users and advance the library. The development of human resources in madrasah libraries must be carried out systematically and sustainably.

## Conclusion

Based on the findings of the dissertation titled "Development of Human Resource Management for Madrasah Library Based on Training" (Research conducted at MAN I Kabupaten and MAN 2 Kota Bandung), the description is as follows: Planning the procurement of library human resources based on training at both Madrasah Aliyah Negeri is carried out according to the formation needs of the

Madrasah Aliyah Negeri library managers. Implementation of library human resource development based on training is conducted through recruitment from both internal sources, namely those within the Madrasah Aliyah Negeri, and external sources, namely from outside the Madrasah Aliyah Negeri. Evaluation of the library human resources based on training is conducted by analyzing information and data for the Madrasah library management staff, which is then used as a basis for decision-making criteria. Designing a human resource management (HRM) development model for the Madrasah library based on training, with efforts to improve knowledge (knowledge), skills (skills), and attitudes (attitude). Training is carried out through online or offline media. With a well-designed training program, it is expected to be directed and planned according to the desired objectives, so that the training results can improve the performance of employees effectively.

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