


Organizational Performance of the Baubau City Library and Archives Service

Zainul Abidin¹, Neny Marwati², Andi Tenri³

^{1,2,3}Program Studi Magister Administrasi Negara , Program Pascasarjana, Universitas Dayanu Ikhsanuddin, Baubau

Article Info	ABSTRACT
Keywords: Performance, Organization	<p>This study aims to describe the Organizational Performance of the Baubau City Library and Archives Service and the factors that influence the organizational performance of the Baubau City Library and Archives Service. This study is a qualitative descriptive study. Data analysis techniques through data collection, data reduction, data presentation, and drawing conclusions. The results of the study explain that the organizational performance of the Baubau City Library and Archives Service is the quality of service provided by library officers is good but not yet as expected due to the lack of employees and skills, which affects efficiency and effectiveness. The quality of organizational performance of the Baubau City Library and Archives Service can be said to be good even though there are some employees who are still unable to complete their tasks on time due to limited abilities and the minimum number of employees, the attitude of cooperation built in the Baubau City Library and Archives Service is very good, seen from the involvement of employees in official activities helping each other in completing work, the initiative taken by employees is by providing good ideas and by carrying out tasks without waiting for orders from superiors. Factors that affect the Organizational Performance of the Baubau City Library and Archives Service are always based on organizational goals to be the direction and guideline for all organizational activities. The organizational culture of the Baubau City Library and Archives Service shows a good work culture with a positive and mutually helpful work climate, The leadership applied to the Baubau City Library and Archives Service is a leadership that can protect its subordinates by providing work motivation, providing clear direction, and always being open to input and discipline, Limited human resources are not an obstacle to the implementation of services at the Baubau Library Service because services are still carried out, but the addition of the number of employees is still carried out so that the workload can be overcome.</p>
<p>This is an open access article under the CC BY-NC license</p> 	<p>Corresponding Author: Zainul Abidin Program Studi Magister Administrasi Negara , Program Pascasarjana, Universitas Dayanu Ikhsanuddin, Baubau zainulabidin@unidayan.ac.id</p>

INTRODUCTION

The performance of local government organizations is currently in the public spotlight because it is considered unable to show good results to be felt by the community. The

community expects the government to show good performance in carrying out its duties and responsibilities as a manifestation of the concept of regional autonomy in accordance with Law Number 23 of 2014 concerning Regional Government, the aim of which is to bring service functions closer to the community so that higher quality services can be created that can meet the expectations and needs of the community being served.

Employees of an agency are basically the main source of the organization that cannot be replaced by other resources, because no matter how good an organization is, no matter how complete the facilities and infrastructure are, it will not be useful without employees who organize, use and maintain them. The success of an agency in achieving its goals is one reflection of an effective organization.

Civil servants as government apparatus and as public servants are expected to always be ready to carry out their duties well and be ready to serve the public well. An employee is required to always work with high enthusiasm so that in providing services to the public they do not appear slow, lazy and reluctant. The work spirit for employees is needed to improve services to the public.

Performance for an organization is very important because performance can be used as a benchmark for an organization's success in carrying out its duties. In essence, performance is the achievement of work achieved by an organization in accordance with the vision, mission, goals and objectives that have been set by the organization. Performance becomes very important because a work result can be said to be achieved if the needs of society at large are met.

Along with the increasingly rapid social conditions of society in this digital era, the issue of public service provision is currently a very topical issue. With the development of the times and increasing demands of society, government organizations, especially library and archive services, are faced with the challenge of continuing to improve the quality of their services. This includes various aspects such as transparency, accountability, responsiveness, and innovation in the provision of public services. In addition, globalization and advances in information technology also demand adaptation and transformation in the bureaucratic system to be more dynamic and results-oriented.

The organizational performance of the Library and Archives Service is one of the important indicators in assessing the success of local governments in providing public services. Organizational performance is very important to be able to identify the strengths, weaknesses, opportunities and threats it faces, in addition, organizational performance also aims to formulate the right strategy to improve the quality of library and archive services so that it can provide greater benefits to the community.

The library and archives service as one of the public service facilities that has an obligation to provide the best service for the community. Therefore, it is very much hoped that there will be fundamental changes or innovations, especially in terms of improving the performance of library services. Services that are more oriented towards the satisfaction of community services and responsive to the dynamics of the service environment, which strive to provide the best service and evaluate based on the perspective of library service users. So far, it can be assessed that library service providers are still focused on the needs

of one party that must be served more, thus ignoring service to users.

Therefore, fundamental changes are needed, especially in terms of improving the quality of services or performance of library and archive service organizations that are more oriented towards customer service satisfaction and responsive to the dynamics of the service environment, meaning trying to provide the best service and evaluating it based on the perspective of library users or users of library services.

The current phenomenon shows that the organizational performance of the Baubau City Library and Archives Service is still faced with fundamental problems that require optimal handling, including the lack of proper functioning of librarians so that in carrying out their duties and responsibilities they are still not optimal and limited human resources, both in terms of number and not having skills and expertise, where both of these things are very much needed in efforts to provide quality and competent public services in the context of implementing good organizational performance.

Based on the above phenomenon, the researcher is interested in studying the Organizational Performance of the Baubau City Library and Archives Service, especially regarding organizational performance indicators that include quality, quantity, cooperation, initiative and responsibility and the factors that influence them, including organizational goals, organizational culture, leadership and human resources. So the author researches "Organizational Performance of the Baubau City Library and Archives Service." The objectives of this study can be formulated as follows: Describe the performance of the Library Organization of the Baubau City Library and Archives Service. Describe the factors that influence the organizational performance of the Baubau City Library and Archives Service

RESEARCH METHODS

This study uses a descriptive qualitative design by considering the existence of problems or issues that need to be explored, the need to understand more detailed and complete information about organizational performance, wanting to empower individuals to be able to tell events and problems of organizational performance, wanting to understand the context or environment of how the organization performs, in addition the focus of the research is suitable for using qualitative methods (Creswell, 2014).

The data source that can be used as a source of information in this study is the key informant, who is considered to know the most about the research object and can be trusted to share various information needed related to the Organizational Performance of the Baubau City Library and Archives Service. This is intended to select sources of information that are very relevant and competent with the research problem. The selection of informants was chosen by purposive sampling (purposeful sample). The informants for this study were the Head of the Baubau City Library and Archives Service, Head of the Library Development and Reading Enthusiasm Development Division, Head of the Library Services and Materials Processing Division, Librarians, Library Managers/employees of the Baubau City Library and Archives Service and library users so that the total informants were 7 (seven) people).

The data collection process in qualitative research is carried out in three ways, namely interviews, observations and documentation, (John W. Creswell 2007). Data analysis techniques in this study were carried out with three strategies: first preparing and organizing data (i.e. text data such as transcripts or image data such as photos) to be analyzed, second reducing data and third presenting data (Creswell, 2014).

RESEARCH RESULTS AND DISCUSSION

Organizational Performance Indicators of the Baubau City Library and Archives Service

Organizational performance indicators are criteria used to assess the success of an organization in achieving its goals. Organizational performance indicators can be used to measure the effectiveness and efficiency of organizational processes. Organizational performance is the overall effectiveness of the organization in meeting the needs set. To determine the organizational performance of the Baubau City Library and Archives Service, the author uses five indicators, namely: Quality, Quantity, Cooperation, Initiative, Responsibility. The following is a description of each indicator obtained based on the results of interviews with respondents or informants as follows:

1. Quality

The quality of employee work can be measured from employee perceptions of the quality of work produced and the perfection of tasks against employee skills and abilities. The quality of work can be described from the level of good or bad results of employee work in completing work as well as the ability and skills of employees in carrying out the tasks given to them (Robbins, 2016). The quality of the organizational performance of the Baubau City Library and Archives Service can be measured through several aspects, including accuracy, completeness and neatness of work. Employees are expected to be able to improve their performance in terms of quality. For more details, see the interview results table.informant below.

Based on the interview results, information was obtained that the accuracy of the work of the employees of the Baubau City Library and Archives Service was quite good and in accordance with the planned program of activities, especially in terms of library services, but due to the limited number of employees, some work was hampered. When viewed from the completeness of the work of the employees of the Baubau City Library and Archives Service, it was good, starting from the completeness of documents to the storage of archives, this was supported by the availability of facilities and infrastructure that supported the work of employees. However, due to the lack of skills of some employees in using computers and other electronic equipment, their work was delegated to other employees. Meanwhile, when viewed from the neatness, it was very good. Overall, the quality of organizational performance, both in terms of accuracy, completeness and neatness, has been running quite well because it is in accordance with the SOP and Mayoral Regulation Number 50 of 2023 concerning Duties and Functions.

However, from the interview results above, it was found that there were differences of opinion conveyed by the librarian (Raidah, SE). It is known that librarians are functional personnel who are expected to be able to work independently with expertise in the library

field. The role of librarians is as organizers of library activities (Pendit, 2008). However, due to the limited competence possessed by the librarian, they are unable to work independently. Some ways to improve the quality of employee work include: Providing incentives and awards, Prioritizing tasks, improving skills, open communication, a comfortable work environment and understanding technology.

2. Quantity of Work

Based on the results of the interviews conducted, information was obtained that the Baubau City Library and Archives Service Employees had attempted to complete the work according to the specified target. Within the specified time target needed by employees to complete the work depending on the type of work. However, the lack of discipline and responsibility of some employees, especially attendance, greatly affects the results of their work, plus the nature of dependency and handing over their work to others, causing the workload to increase. It can be seen that the speed of time in carrying out work is still lacking. This is based on statements in interviews that state that the work given is not their main job description so that the workload increases and the speed of time in completing work is reduced. Some ways to improve work quality are: self-motivation, time management, simplifying work processes and delegating tasks.

3. Cooperation

The forms of cooperation that are built in the Baubau City Library and Archives Service are coordination, collaboration, and mutual assistance in completing a job/activity program. From here it can be concluded that cooperation is the joint work of individuals or groups between two sides of humanity to achieve common goals and faster and better results. For more details, see the table of informant interview results below.

From the answers of various informants, it was concluded that the cooperation formed in the Baubau City Library and Archives Service was good, which can be seen from the response of employees to always participate in the activities of the Service. The attitude of helping each other between employees is very good, especially those related to activities that carry the name of the Library Service. Although there are a handful of employees who still don't care about this. However, the Head of the Service always conveys that each employee takes an important role to achieve success. By increasing efficiency and productivity, encouraging innovation and creativity, building solid teams, improving good decision making, increasing employee involvement in every activity and improving service to the community so that it can achieve higher levels of performance and maintain competitive advantage. Some ways to improve cooperation in an organization are: open communication, common goals, collaboration, and rewards and recognition.

4. Initiative

Employee work initiative is very important in an organization because it ensures that work productivity will increase. Employees of the Baubau City Library and Archives Service have great initiative towards activity programs, this can be seen from the existence of new ideas or ideas that are formed in the innovation activity programs carried out. For further details, please see the table of informant interview results below.

Based on the interview results, it was discovered that the work initiative of the

employees of the Service Library and the Baubau City Archives are mostly good, seen from the many ideas that have been born and poured into innovation activity programs. Employees are already aware of their duties so that without being ordered they have done their jobs. Although there are a handful of employees who only want to do their main duties and do not want to participate in innovation activities. Some initiative traits that are important in improving employee performance: proactive, creative, independent, solution-oriented and highly committed.

5. Reliability / responsibility

Based on the interview results, it can be seen that each employee of the Baubau City Library and Archives Service has a sense of responsibility regarding their duties and obligations already good. This can be seen from his responsibility in completing every task given by his superiors even though sometimes he still needs help from other employees. In line with that, when there is a great sense of responsibility in employees, it will increase their work productivity and also improve their performance. The Head of the Service through an interview explained that when employees have a sense of responsibility, an attitude of building good working relationships will emerge, they can form a sense of caring and empathy for coworkers, they can determine the best way to complete many tasks and can build consistency in every action. Some important traits of responsibility in improving employee performance: integrity, commitment, discipline, consistency and accountability.

Factors Affecting Organizational Performance

In order to improve employee performance, there are four factors that need to be considered seriously and integrated because they are a unified system that cannot be separated from each other as an implementation and reflection of leadership. Hessel (2007:180) factors that influence organizational performance are organizational goals, organizational culture and leadership and human resources. Partially, these four factors influence employee performance. More details can be discussed as follows:

1. Organizational Objectives

The organizational objectives of the Baubau City Library and Archives Service are contained in the Vision and Mission, which have the function of providing direction, focus, and communication while guiding strategic decision making and inspiring employees to work. For more details, see the table of informant interview results below.

From the interview, it can be concluded that the performance of the employees of the Baubau City Library and Archives Service is in accordance with the goals, vision and mission. This can be seen from various strategic steps by carrying out various kinds of activity programs, namely increasing community literacy, providing access to information, and preservation of archives. Some important ways to achieve organizational goals: setting clear goals, strategic plans, active communication, monitoring and evaluation.

2. Organizational culture

Organizational culture is a characteristic that exists and upheld in an organization because organizational culture plays a role in the life of an organization and then influences every aspect of the organization's life. The organizational culture built at the Baubau City Library and Archives Service is to build a work strategy derived from the vision and mission.

Improving employee performance cannot be separated from the existence of organizational culture in the organization. For more details, see the table of informant interview results below.

Based on the interview results, it can be seen that a good organizational culture is a system of values, norms, and behaviors applied in an organization to create a positive, productive, and harmonious work environment. The organizational culture built in the Library Service is good where there is an attitude of mutual assistance among employees, implementing activity programs that are in accordance with the vision and mission and understanding the structure. organizations that demonstrate responsibility for their duties. Some important ways to improve organizational culture: inclusive work environment, facilitating collaboration, open communication and exemplary leadership.

3. Leadership

The form of leadership greatly affects the performance of the organization, where if the leader is able to implement the right leadership, then the employees will feel satisfied which ultimately affects their performance in a better direction. The leadership in the Baubau City Library and Archives Service provides inspiration and motivation to employees to work so that employees respond quickly to the tasks given. For further details, please see the table of informant interview results below.

Based on the interview results, it can be seen that the leadership model of the Head of the Baubau City Library and Archives Service is leadership. Transformational leadership is a leadership style that inspires, motivates, and encourages positive changes in its employees. In terms of leadership hierarchy, the Baubau City Library and Archives Service is good, where leaders are able to set an example and inspire their subordinates by giving them responsibility for the work that must be completed. When the work is completed and according to expectations, appreciation will be given in the form of a business trip. Some of the characteristics leadership important in improving employee performance: effective communication, empathy, flexibility, appreciation and recognition, role model and motivation.

4. Human Resources

The limited human resources available at the Baubau City Library and Archives Service is one of the problems that hinders the organization's performance process due to excessive workload, t duties and responsibilities not can be completed on time or the quality of work is lacking, plus the quality of human resources is still lacking. In other words, the abilities of some employees, especially librarians, are still lacking. For more details, see the table of informant interview results below.

Based on the interview, it can be concluded that human resources in the Baubau City Library and Archives Service, both in terms of skills and in terms of the number of employees, are still lacking. This is a problem because the limited number of employees greatly affects the performance of the service. For To overcome the above, the Head of the Baubau City Library and Archives Service will prioritize librarians to attend training and technical guidance to obtain functional librarian certificates, while the number of employees will be submitted to BKPSDM to request additional staff. Some human resource

characteristics that are important in improving employee performance: competence, adaptability, cooperation, communication, self-motivation, integrity and creativity.

Research Discussion

Related to the organizational performance of the Baubau City Library and Archives Service, the researcher has collected information from the results of interviews conducted during the research at the Baubau City Library and Archives Service. To determine the organizational performance of the Baubau City Library and Archives Service, (1) organizational performance indicators proposed by Robbins (1996) were used, where organizational performance can be measured through five indicators, namely: quality, quantity, cooperation, initiative and responsibility/reliability, and (2) factors that influence organizational performance (Hassel, 2007), namely: organizational goals, organizational culture and leadership and human resources. The results of the analysis will be explained as follows:

Organizational Performance Indicators

1. Quality

As the findings of research in the field, that work accuracy is the ability of employees of the Baubau City Library and Archives Service to complete tasks on time, where the planned activity programs have been implemented on time. However, due to the limited number of employees and skills possessed, sometimes when completing tasks they are not on time or more than the previously determined time. If measured from the completeness of the work, it is quite good where employees are equipped with facilities and infrastructure that support the work so that the level of accuracy is quite good. Meanwhile, if viewed from the neatness of the work, it is very good where the results of the work are neatly arranged.

Based on the results of field research, the quality of work of employees of the Baubau City Library and Archives Service varies. So that in completing work, both in terms of accuracy, completeness and neatness are also different. This is due to limited human resources (employees) both in terms of number and ability. In addition, the lack of understanding of the responsibilities and duties of each employee causes limited steps on how to complete the work, so that the transfer of work to other employees is often done. However, behind all that, it is important for each employee not only to accept the conditions they have but must try to improve their abilities so that a sense of responsibility arises for the tasks that have been entrusted to them so that they can provide maximum results. Because good work quality is work quality that refers to human resources in terms of knowledge, skills and abilities.

2. Quantity of Work

As the research findings show that the quantity of work is the task or work that can be completed well and according to the specified time. Of course, it is based on the individual's own will, as well as motivation from coworkers and also guidance from superiors who always control or monitor the performance of their employees every day. However, in reality, some employees still lack awareness in themselves so that work is burdened on other employees. According to Lisnayetti and Hasanbasri (2006), there is a relationship between Workload and Employee Performance as follows: "high workload will

cause a lack of performance". Where it can be explained that the higher the workload received by an employee will affect the performance of the employee. Kahneman in Warr (2002:33) explains that workload is a competition from a limited mental resource. One of the causes of decreased performance from workload is the requirement to take on two or more tasks that must be done simultaneously.

Therefore, it is explained through previous research on the Performance Assessment of Gorontalo Library Service Employees stating that Gorontalo Library Service Employees have tried to complete the work according to the specified target. The time target required by employees to complete the work depends on the type of work. In the library service section, the job duties are flexible, the supervisory task is more towards facilitating activities to provide services to librarians, namely recording visitor lists and borrowing books, checking book collections, selecting library items and others.

The most perceived factor inhibiting organizational performance in terms of quantity is the problem of lack of willingness, motivation, and ability of employees to improve their potential, plus the dependence of employees to always be assisted in completing their tasks. So that the existence of a greater workload with the provision of limited human resources (employees) will certainly cause employee performance to decline. Therefore, it is important for the Head of the Baubau City Library and Archives Service to conduct Performance Evaluation and Assessment of all employees of the Baubau City Library and Archives Service so that the problem points can be identified so that common goals can be achieved.

3. Cooperation

As a research finding, it shows that the cooperation formed in the Baubau City Library and Archives Service is good, which can be seen from the employee's response to always participate in the Service's activities, maintain effective working relationships and provide support and assistance to friends. This is in line with the statement (Al Jufri (2013) that an employee must be better at placing his position when working in any situation and condition that is happening, especially in team work, so that when working he feels comfortable or not awkward.

Therefore, it is explained through previous research conducted by Aida Lasmi (2022) Volume 2 Number 1 with the title "Building Effective Team Collaboration in Organizations To build group cooperation", Building cooperation is through a team that consists of a group of individuals who have the same goals to achieve. And to achieve these goals requires good cooperation, sharing feelings, mutual respect and mutual encouragement between group members. Some things that influence cooperation include communication, motivation, being able to manage conflict, competition and cooperation. Cooperation is a means and a sign related to the quality of the group as a place for people to gather in an organization. In building group cooperation, mutual trust, openness or transparency, self-realization and interdependence are needed.

To achieve good cooperation in an agency, there are several things that need to be done, including building mutual trust, mutual understanding, openness, honesty and courage, building communication, self-realization, motivation, interdependence and so on. In

line with conditions in the field (Baubau City Library and Archives Service), where cooperation has been well established, it can be seen from the cooperation when helping to complete the work of other friends, as well as employee participation in every activity carried out by the service. In an agency, it usually consists of several fields and sections, where each field and section does not stand alone, but is interrelated with each other. While what drives activities in all parts or work units is human resources. So that a complete understanding of the existing human resources is needed about the nature of the organization, so that good cooperation can be created that can increase work productivity and organizational performance.

The Baubau City Library and Archives Service also builds cooperation not only within the service but also builds cooperation outside the Baubau City Library and Archives Service, both government agencies, private parties, NGOs, communities and universities and others.

4. Initiative

As research findings show that in essence in an organization or agency, the problem of employee work initiative is very complex, and most important for employees. Work initiative is needed because with initiative, employees do something or work without having to be told in advance what to do. The initiative of employees of the Baubau City Library and Archives Service is good, this can be seen from the awareness of employees to work without having to be ordered. Employee initiative can also be seen from the many ideas carried out through innovation activities. Although there are a handful of employees who do not yet have the initiative to work independently. As stated by Yasmeardi (2019) "Initiatives are often ignored and receive less attention from employees, because according to some employees this is the obligation of leaders, and as subordinates there is no need to take the initiative. Initiative is not only obtained from within oneself, but initiative can also arise or come from leaders or other people. "

Therefore, it is explained through previous research conducted by Iswandi Idris (2022) Volume 2 Number 2 with the title The Influence of Work Initiative, Mastery of Technology and Work Environment on the Performance of Employees at the Office of Agriculture, Livestock and Plantations, Majene Regency. Initiative is often ignored and receives less attention from some employees. Initiative is often equated as an obligation of a leader only. Leaders who take the initiative are considered too controlling, while subordinates who are full of initiative are often considered to tend to rebel. In fact, initiative is one of the basic characters that needs to be developed. We all need an attitude of initiative, because there are always challenges that must be faced in the future and there are always problems that need to be solved. There is no development and success that can be achieved without initiative.

Based on the results of research in the field that to improve the performance of employees of the Baubau City Library and Archives Service, employees who have the initiative immediately see the problems that arise and find solutions to the problems quickly. The solution is immediately implemented so that the problem can be resolved. However, the initiative character is often ignored by a handful of employees because they consider it to be

the obligation of a leader. So that a passive attitude arises and does not want to see the opportunities that exist. While work initiative is needed because with initiative, employees do something or work without having to be told in advance what to do. According to Suryana (2006) stated that Initiative is the ability to develop new ideas and ways to solve problems and find new ideas and ways to solve problems and find opportunities.

5. Reliability/Responsibility

As the research findings show that responsibility is a very important attitude and must be possessed by every employee by completing every task given according to their role and position in the organization. This can be seen from how to maintain the quality of their work results, meet work targets, and be able to coordinate with coworkers. Also a good employee must be responsible for what is delegated by the leader, will guarantee the trust of the leader, maintain work comfort and work productivity. In line with the statement of Kashmir (2016) that responsibility is the most important element in a person's performance.

Therefore, it is explained through previous research conducted by Nurdin Yusuf (2018) Volume Volume I Number 1 April 2018 with the title The Influence of Leadership, Responsibility, Discipline and Cooperation on Employee Performance at the University of Gorontalo. This study shows that the responsibility factor influences the improvement of employee performance. This is supported by Hasanuddin's research (2003) that responsibility has a significant effect on employee performance. Responsibility in improving work performance includes: working diligently and with high dedication, providing optimal service to the community, being responsible, coordinating organizational resources, working efficiently and effectively according to organizational analysis, providing solutions to organizational management as a contribution to the responsibility of empowering and utilizing the organization.

Based on the results of research in the field, so far the researcher has seen that the attitude of responsibility of the employees of the Baubau City Library and Archives Service has been good. This can be seen from the attitude of the employees in completing the tasks given by the leadership, both the Head of Division, Secretary and Head of Service on time and the results are as expected. This is in accordance with Hasibuan (2017) that responsibility is a requirement to carry out all obligations or tasks assigned to him as a result of the authority received or possessed. However, it is undeniable that there are some employees who have a lazy attitude about their responsibilities. This is related to their ability when given a task so that their effectiveness is low. However, this does not affect the organizational performance of the Baubau City Library and Archives Service in providing services to the community and does not affect the activities and programs of the Baubau City Library and Archives Service.

Factors Affecting Organizational Performance

a. Organizational Objectives

As the research findings show that the importance of organizational goals is to help organizational efforts, help facilitate coordination, direct organizational activities to determine the direction, procedures, methods and strategies and regulations and become a guide for the direction of the organization's journey. The Baubau City Library and Archives

Service continues to improve itself to complete activity programs to be in accordance with its Vision and Mission. In line with Thompson's opinion in Liliweri, 1997 that organizational goals are an abstract object of the organization and are ideal ideals that must be achieved by all members of the organization.

Therefore, it is explained through previous research conducted by Joko Wahono 2014 Volume 5 Number 1 January 2014 with the title The Importance of Organizations in Achieving a Goal. The existence of an organization certainly cannot be separated from a certain goal. There is an inseparable correlation between the two. However, it is not easy to achieve the goals of a good organization without the involvement and relationship of other supporting components. Starting from the formulation of goals and interests, the selection of leaders who can manage the organization, management and administration of the organization and evaluation of the success of the management of the organization. The results obtained that the purpose of the organization Provides a clear direction for all members of the organization in achieving the vision and mission. The results of the study confirm that the purpose of the organization is to achieve and realize the desires or ideals that are in accordance with the vision and mission of the organization.

Based on the results of field research, the Library and Archives Service functions as a center for information and knowledge that can be accessed by the wider community. Thus, the Library and Archives Service of Baubau City plays an important role in supporting the development of Baubau City and improving the quality of life of the community. The efforts of the Library and Archives Service of Baubau City to achieve organizational goals in accordance with its vision and mission have been implemented through activity programs that must be implemented by each field so that they achieve something that is planned or expected.

b. Organizational culture

As research findings show that organizational culture is an important and very strategic element in the development and progress of organizations in government because it affects the future of the organization. According to Tegar Pembudi (2023), organizational culture is one way to building resource human power in organization through aspects of attitude and behavior change. This aims to make employees become better individuals and can adapt to face challenges in the modern era like today.

Therefore, it is explained through previous research conducted by Muhammad Ras Muis (2018) Volume 1 Number 1 January 2018 entitled The Influence of Organizational Culture and Organizational Commitment on Employee Performance. Organizational culture is a company personality that grows by a value system that gives rise to norms regarding behavior that are reflected in the perceptions, attitudes and behaviors of people in the organization, thus culture influences most aspects of organizational life. The results obtained indicate that organizational culture is very much needed in an organization because organizational culture is Organizational Identity, namely providing a unique identity that distinguishes one organization from another and can be a guideline for employees on how they should behave and interact in the workplace.

Based on the results of field research, the organizational culture in the Baubau City

Library and Archives Service has been well established, this can be seen from the creation of harmonious relationships and good cooperation between employees. If problems arise either individually or in groups, then the problem is resolved immediately because of openness and mutual acceptance of each other's shortcomings.

c. Leadership

As the research findings show that to achieve maximum employee performance, the application of the right leadership style from the superior is one of the factors that can move, direct, guide and motivate employees to achieve more in their work. A leader can influence morale, job satisfaction, security, quality of life and especially the level of achievement of an organization. This is in accordance with Hasibuan (2005) that a leader is someone who uses his authority and leadership, directing subordinates to do part of their work in achieving organizational goals.

Therefore, it is explained through previous research conducted by Suwarno (2019) with the title *The Influence of Leadership Style on Organizational Performance*. There are many types of leadership styles, all of which are good, but in their implementation it depends on the personality of the leader. Each leadership style has advantages and disadvantages, depending on the leader how the leader maximizes what is the advantage and minimizes what is the disadvantage. Many factors influence the success of leadership, including exemplary behavior, humanitarian values from the leader himself, enforcement of rules and sanctions (norms) in the organization. The results obtained show that leadership influences success and performance improvement. Successful leadership is leadership that is carried out based on conscience, values, norms, ethics, freedom, giving trust, supervision, ready to accept criticism, constructive suggestions, firm and respectful of creativity, innovation and motivation and has an impact on improving organizational performance.

Based on the results of field research, the leadership in the Baubau City Library and Archives Service is a transformative leadership style, namely a leadership style that motivates employees to achieve goals by prioritizing familiarity between employees. Providing strong support to employees. Listening with empathy to the ideas and contributions of employees and providing recognition and appreciation for the achievements of employees both individually and in groups. According to Robbins (1996), transformative leadership (transformational leaders) is a type of leader who directs or motivates followers to predetermined goals by clarifying the roles and duties of its members.

d. Human Resources

As research findings show that the important role of Human Resources in an organization is that all potential resources owned by humans can be utilized as an effort to achieve success in achieving goals both individually and within the organization. These resources, namely time, energy and human abilities (both mental and physical strength) can truly be utilized in an integrated and optimal manner for the benefit of the organization. This is in line with Laras, et al. 2021 said that the main key to getting good employee performance is of course Human Resources (HR). Because, the determinant of an Organization to achieve its goals is the HR owned by the Organization. An organization can certainly achieve its goals effectively and efficiently if it has high quality HR.

Therefore, it is explained through previous research conducted by Syifa Putri (2023) Volume 1 Number 2 (April 2, 2023) with the title The Influence of Employee Performance on the Quality of Human Resources and Organizations. The quality of human resources is certainly inseparable from achieving organizational goals, because quality staff certainly supports the achievement of these goals. Quality human resources are human resources who are able to carry out the tasks given by the Organization according to the desired criteria. The results obtained show that if an organization does not have quality human resources, it will certainly be difficult to achieve its goals.

Based on the results of field research, the human resources in the Baubau City Library and Archives Service are very limited both in terms of number and skills. The number of employees in the Baubau City Library and Archives Service is currently 20 people who have been divided into echelon 2, echelon 3, Secretariat, staff, functional librarians and archivists. When viewed from the number of employees with the workload in the Baubau City Library and Archives Service, it is still very small because the Library Service is an organization that provides services to the community. Services also require professional staff who have adequate skills. So from these limitations, employees of the Baubau City Library and Archives Service often take on dual roles so that program activities can be implemented. This is also influenced by functional librarian staff who are equated where they are appointed as librarians without undergoing training or technical guidance and without going through competency tests so that they are not based on certain expertise and skills. Low quality of HR (Human Resources) in an organization can be caused by various factors, such as: Lack of training and skills development.

CONCLUSION

Based on the results of research conducted at the Baubau City Library and Archives Service regarding the Organizational Performance of the Baubau City Library and Archives Service, the following conclusions can be drawn: The organizational performance of the Baubau City Library and Archives Service can be measured through five indicators. (1), the quality of service provided by library staff is good but not optimal due to the lack of employees and skills, which affects efficiency and effectiveness. (2), quantity is important, and although employees try to meet targets, the lack of discipline has an impact on work results. (3), cooperation is very important for the success of an organization, because it can increase efficiency, productivity, innovation, and employee satisfaction. (4), employee initiative is good by providing ideas so that it produces innovative activities. (5), responsibility is the key to maintaining work quality, meeting targets, and coordinating with colleagues. Although some employees have a lazy attitude, overall the tasks are completed on time, which indicates responsible employees. Factors that affect Organizational Performance are, (1) organizational goals Providing clear direction for all members of the organization in achieving the vision and mission to achieve and realize desires that are in accordance with the vision and mission of the organization. (2), Organizational culture is very important in the success of the office, which affects the work behavior, values, and attitudes of employees. The Baubau City Library and Archives Service shows a good work culture with a

positive and mutually helpful work climate. (3), The leadership style is transformative which focuses on motivating and supporting employees, effective in achieving organizational goals. (4), Limited human resources in terms of the number and skills of employees. To overcome this, the Baubau City Library and Archives Service plans to prioritize training for librarians and request additional staff.

REFERENCES

- Afrizal, Afrizal. "Mengenal Koleksi Perpustakaan." *Jurnal Imam Bonjol: Kajian Ilmu Informasi dan Perpustakaan* 3, no. 2 (2019): 111–18. <https://doi.org/10.15548/jib.v3i2.52>.
- `Afifuddin dan Ahmad Saebani. 2009. *Metode Penelitian Kualitatif*. Bandung: PT Pustaka Setia.
- Ahmad Saebani, Beni. 2008. *Metode Penelitian*. Bandung: Pustaka Setia.
- Anatan, Lina dan Ellitan, Lena. 2009. *Manajemen Inovasi (Transformasi Menuju Organisasi Kelas Dunia)*. Bandung: Alfabeta
- Anggito, Albi, dan Johan Setiawan. *Metodologi penelitian kualitatif*. CV Jejak (Jejak Publisher), 2018.
- Arin Tentrem Mawati dkk, *Inovasi Pendidikan Konsep, Proses dan Strategi*, (Jakarta: yayasan kita menulis,,2020)
- Asmidin, H. 2019. *ajemen Strategik Organisasi Publik dan Organisasi Bisnis*. PT. Pena Persada Kerta Utama. Banyumas
- Badan, Standarisasi Nasional. "Standar nasional Indonesia: perpustakaan umum kabupaten/kota,," 2009.
- Budihardjo. 2002. *Penilaian Kinerja Karyawan*. Raih Asa Sukses. Jakarta
- Danan Dwi Mulyono, 2012. *Faktor-Faktor yang Mempengaruhi Kinerja Kantor Pelayanan Perbendaharaan Negara Surakarta*.
- Danim, Sudarwan. 2002. *Menjadi Peneliti Kualitatif*. Bengkulu: Pustaka Setia.
- Darmadi, Damai dan Sudikin. 2009. *Administrasi Publik*. Yogyakarta: LaksBang PRESSindo.
- Depdikbud. 2014. *Kamus Besar Bahasa Indonesia*. Jakarta: Pustaka Indonesia.
- Dila Erlianti, dkk, 2021. *Analisis Dimensi Kinerja Organisasi Publik pada Dinas Pendidikan dan Kebudayaan Kota Dumai*. *Jurnal Terapan Pemerintahan Minangkabau*.
- Donni Juni Priansa. 2017. *Manajemen Kinerja Kepegawaian dalam Pengelolaan Sumber Daya Perusahaan*. Bandung
- Dwiyanto, Agus. 2014. *Manajemen Pelayanan Publik: Peduli, Inklusif, dan Kolaboratif*. Yogyakarta: Gajah Mada University Press.
- Dwiyanto, Agus. 2008. *Reformasi Birokrasi Publik di Indonesia*. Yogyakarta: PPSK-UGM
- Elnadi, Isran. "Upaya Meningkatkan Layanan Pemustaka Di UPT Perpustakaan Universitas Bengkulu." *JIPi (Jurnal Ilmu Perpustakaan Dan Informasi)* 3, no. 2 (1 November 2018): 203–14. <https://doi.org/10.30829/jipi.v3i2.3236>.
- Elva Rahmah, *Akses dan Layanan Perpustakaan (Teori dan Aplikasinya)*. Prenadamedia Group. 2018

- Eskha, Ahmad. "Peran Perpustakaan Sebagai Sumber Belajar." Jurnal Imam Bonjol: Kajian Ilmu Informasi dan Perpustakaan 2, no. 1 (2018): 12–18. <https://doi.org/10.15548/jib.v2i1.25>.
- Gibson. 2013. Organisasi Perilaku Struktur Proses. Jakarta: Erlangga.
- Gunawan, Imam. Metode Penelitian Kualitatif: teori dan praktik. Bumi Aksara, 2022.
- Harahap, Wahfiuddin Rahmad. "Penerapan Strategi Promosi Perpustakaan." JIPI (Jurnal Ilmu Perpustakaan dan Informasi) 6, no. 1 (28 Mei 2021): 103–16. <https://doi.org/10.30829/jipi.v6i1.9314>.
- Hardiyansyah, 2016. Kualitas Pelayanan Publik, Disertai Dengan Konsep, Dimensi, Indikator, Dan Implementasi. Yogyakarta: Gava Media.
- Hasibuan Malayu S.P (2000), Manajemen Sumber Daya Manusia. Jakarta: PT. Bumi Aksara
- Ibrahim, Amin. 2016. Teori dan Konsep Pelayanan Publik serta Implementasinya. Bandung: Mandar Maju.
- <http://thejournalish.com/ojs/index.php/thejournalish/index>
- <https://unicimi.ac.id/mengenal-budaya-organisasi-dalam-perusahaan/#:~:text=Setiap%20organisasi%20atau%20perusahaan%20pasti,berpen garuh%20terhadap%20masa%20depan%20perusahaan.>
- <https://unicimi.ac.id/mengenal-budaya-organisasi-dalam-perusahaan/#:~:text=Setiap%20organisasi%20atau%20perusahaan%20pasti,berpen garuh%20terhadap%20masa%20depan%20perusahaan.>
- <https://www.lspr.ac.id/tujuan-fungsi-kepemimpinan/#:~:text=Apa%20itu%20Kepemimpinan?,usaha%20mencapai%20sua tu%20tugas%20bersama.>
- <https://www.detik.com/bali/berita/d-6547677/kuantitas-adalah-macam-contoh-dan-perbedaan-dengan-kualitas>