



Leadership Supervision in Improving Library Services at the Batanghari Regency Library and Archives Office

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ABSTRACT This research was focused on the activity of the head of library's supervision in improving library services at the Department of Batanghari Library and Archieve Services. This study used qualitative method by observing participants to explane, to describe, and to interpret the process of implementation the supervision that carried out by the head of the library for improving library services, based on the visitors' satisfaction. Based on the findings and discussion, it was known that the supervision that carried out by the head of the library in improving library services at the Department of Batanghari Library and Archives Service is direct supervision (inherent) that carried out by the Head of Library Division on each type of library service to achieve the planned library objectives effectively and efficiently. The obtacle that faced by the head of the library was the library human resources were not professional yet. To overcome these obstacle, there were some efforts as follows: a) Evaluated and corrected on library service activities, b) Gift training for library human resources to improve their performance, c) Increased the discipline enforcement for library human resources, and d) Added the library collections. So, the researcher concluded that the implementation of leadership supervision carried out by the Head of the Library in improving services was inherent supervision. However, there was obtacles on the implementation of survversion, which the library human resources were not professional yet. So to overcome these problems, there were some efforts as follows: evaluated and corrected on library service activities, gift training for library human resources to improve their performance, increased the discipline enforcement for library human resources, and added the library collections to satisfy library visitors. Keywords: <i>Improving, Leadership Supervision, Library Services</i>			

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INTRODUCTION

Supervision in an organization plays an important role in overcoming difficulties and errors or deviations that are likely to occur. In fact, it is considered very serious if in an organization leads to the achievement of goals that fail and harm the organization itself. Including, a public library which is an organization/government agency which of course requires supervision from its leadership, so that the goals to be achieved can run well. According to Ibrahim Bafadal, a library is a work unit of a particular agency or institution that manages library materials, both in the form of books and non-book materials that are

arranged systematically according to certain rules so that they can be used as a source of information by each user. Therefore, supervision from the leadership is needed (Amrina, Zulmuqim, et al., 2022).

The library is one of the work units in the form of a place to collect, store, manage, and organize collections of library materials automatically for use by users as a source of information as well as a pleasant learning tool (Gabriela et al., 2022). So the library will run well and can achieve its goals if it is supported by a good management process as well, such as one of them, the implementation of routine supervision and of course supported by professional library human resources (Anoum et al., 2022). Because management in the library aims to realize library goals by performing management functions as much as possible so that library activities can be carried out properly and correctly, and in accordance with the expectations of users or the community.

The management process, besides supervising, can also be done by organizing, directing, guiding, controlling, influencing staff to work, work, perform librarianship tasks to achieve library goals (Rohmalimna et al., 2022). The library management system consists of result-oriented management functions, professional human resources and utilizing information technology, so that the library can be managed with power and effectiveness. Thus, the existence of libraries in the midst of society will be able to select, collect, process, maintain information sources, and provide services and added value for everyone who needs them (Rahmah et al., 2022).

T. Hani Handoko details the five most important management functions, namely planning, organizing, staffing, leading, and controlling. The process in management that includes the above functions aims to achieve maximum results (Nadya et al., 2022). However, the reality is that these functions will constantly bind a leader to move from one task to another and from one opportunity to another in his work. And leaders must know how management measures should be implemented and executed (Firman et al., 2022).

Controlling is one of the management steps that must be taken in order to create balance, success, smoothness, progress, and avoid all negative nuances, such as failure, waste, futile work, losses, and problems that can hinder the success of library goals (Ilham et al., 2022). Because no matter how good the planning, organizational form, reliable personnel, the supervision factor still has a very important role. Supervision can be positive or negative. Positive supervision serves to determine whether organizational goals can be achieved efficiently and effectively. While negative supervision serves to ensure that unwanted activities will not recur. The existence of supervision in order to ensure the implementation of an activity consistently, so that the objectives of the activity can be achieved properly (Safitri et al., 2022).

Stephen P. Robbins states that controlling functions to ensure that everything goes according to plan and monitors the organization's performance. If there is a significant deviation, it must put the organization back on track. Monitoring, comparing, and the possibility of correcting this is what is meant by controlling or also called supervision. Meanwhile, Hartono argues in his book that controlling and supervision (controlling) includes: (a) confirming the results of implementation in accordance with predetermined

goals, (b) analyzing the causes of deviations, and (c) taking corrective action (Najeed et al., 2022).

In libraries, supervision is carried out by library leaders actively (periodically, routinely, and continuously) to support the success of the library and the satisfaction of the users when utilizing the library (Ritonga et al., 2023). The library needs to create a comfortable atmosphere, a conducive working environment, and realize the library's goals. Supervision in libraries is carried out to: 1) ensure that the performance of library resources is carried out properly, 2) ensure the achievement of library goals, 3) ensure user satisfaction with the performance of all service parts in the library, 4) ensure the implementation of library work programs, control of library resources, budgets, and library management functions, 5) ensure the effectiveness and efficiency of the library, and 6) avoid work plan failures, losses, abuse or irregularities, including problems that interfere with the library management process (Mudinillah, 2019).

A well-run supervision will reduce and prevent mistakes from staff, and will be more effective if carried out by the leader or direct supervisor, by monitoring, examining, and evaluating in an efficient and effective manner the work sources to be corrected or suggested for the achievement of library goals. Supervision carried out directly by leaders or superiors is also known as inherent supervision. Husaini Usman states that inherent supervision is a series of activities that are continuous control, carried out directly on subordinates, preventively and repressively so that the implementation of subordinate tasks can run effectively and repressively (Tri Wulandari & Adam Mudinillah, 2022).

Inherent supervision, in other words, aims to ensure that the implementation of the work plan is in accordance with the instructions/regulations that have been issued (Nopiana et al., 2022). In other words, it aims to ensure that the implementation of work plans is in accordance with the instructions / regulations that have been made so that what is carried out can run effectively and efficiently, as well as to correct each subordinate's work so that the implementation of work activities can avoid deviations, misappropriations, and leaks. This supervision is carried out directly by the leader. And in the event of a negative situation, the use of threats and violence is not a good way, but a firmness and firmness in enforcing regulations. However, it is hoped that leaders and subordinates can work on the basis of high self-awareness in order to achieve the desired goals. This is stated in the Quran surah Al Hasyr verse 18, which is:

The above verse explains that a person is considered good if he is able to provide goodness for others and those around him. And it is the main task of the library to serve the library users or the community well and excellent for the information needs needed, by providing library services effectively and efficiently. And supervision is one of the most important elements in the implementation of library management so that library goals can be achieved.

The Batanghari Regency Library and Archives Service is the only regional public library in the Batanghari Regency, which has a very important role for the local government in an effort to assist the world of education in order to educate the nation's children and Indonesian society as a whole. This library also functions to provide

information services and knowledge about library materials to the community in Batanghari Regency, especially the Muara Bulian District community.

The Batanghari Regency Library and Archives Office is not only engaged in providing information services in the form of providing books, but also in archiving regional documents of Batanghari Regency. There are 2 (two) work fields at the Batanghari Regency Library and Archives Office, namely: 1) The Batanghari Regency Library Division which is headed by the Head of the Library Division, and 2) The Batanghari Regency Archives Division is headed by the Head of the Archives Division. Those who carry out tasks in (2) the two work fields are Civil Servants (PNS), Non-Permanent Employees (PTT) and Volunteers (TKS).

The supervision process in the implementation of library services at the Batanghari Regency Library and Archives Office is by conducting inherent supervision. This is in accordance with Presidential Instruction Number 1 of 1989 concerning Guidelines for Implementing Inherent Supervision. This supervision is carried out directly by the Head of the Library Division in a continuous and continuous manner. Supervision is also assisted by the Head of the Services Section, the Head of the Collection Development and Library Material Conservation Section and the Head of the Library Development and Reading Culture Section for library staff / personnel in carrying out their respective duties and obligations.

The missions set to realize the Vision of the Batanghari Regency Library and Archives Service are: a) Improve the arrangement and preservation of regional archives. b) Realize a society that likes to read and learn. c) Improve the implementation of government services in library and archive affairs. And has the motto "Excellent Service with Smile, Greeting, Spirit, Friendship, and Politeness". But in the field based on preliminary observations, researchers found that library services have not been running effectively and efficiently to meet the needs of users/communities for information and collections of library materials sought or desired. This can be seen in the following indicators of problem findings: 1) library services still seem slow and unresponsive when the library users ask for a book title that they want to find, 2) the search for books is still difficult because the location of the books is still mixed up, 3) there are staff who are reluctant to help search for books needed by the library users; 3) there are staff who are passive and sometimes less friendly or do not smile to the library users; 4) and there are staff who are Civil Servants (PNS) and Non-Permanent Employees (PTT) who leave their duties to Voluntary Workers (TKS) when the library is quiet, so that library services seem unprofessional.

RESEARCH METHODOLOGY

This research is a field study to reveal, find and explore information about supervision carried out by leaders in improving library services at the Batanghari Regency Library and Archives Office. The research used a qualitative approach with a descriptive type of research through the point of view of educational science to obtain more in-depth

data, develop theories, and describe the reality and complexity of the phenomenon under study regarding the implementation of supervision carried out by the leadership.

This research emphasizes on perception and behavior problems, by observing and understanding the phenomena that occur, and then describing them in detail and in depth by collecting data which is then further processed from various sources such as the Head of the Library Division, Head of the Services Section, Head of the Collection and Conservation of Library Materials Section, Head of the General and Personnel Subdivision, Executive Staff, and library users.

The social situation of this research is the Batanghari Regency Library and Archives Office, the reason this agency was determined to be the object / location of research because: First, the Batanghari Regency Library and Archives Office is still faced with the problem of leadership supervision affecting library services. Second, supervision plays an important role in the quality of services provided to library users. Third, in connection with this, there has been no previous research that discusses this issue.

The research subjects in this study are all characteristics related to the supervision of the Head of the Library Division in improving library services at the Batanghari Regency Library and Archives Office. The subjects of this research consisted of 11 (eleven) people, namely 1 (one) Head of the Library Division, 1 (one) Head of the Services Section, 1 (one) Head of the Collection and Conservation of Library Materials Section, 1 (one) Head of the General and Personnel Subdivision, 4 (four) staff, and 3 (three) users. The subjects in this research were met for direct observation and interviewed. This was done to adjust the information or data obtained through interviews with data obtained through observation through triangulation techniques so that the data or information reached a saturation point.

Determination of research subjects using purpose sampling technique. This sampling technique is used in studies that prioritize research objectives rather than population characteristics in determining research samples. The key informant is the Head of the Library Division, while the Head of the Services Section, the Head of the Collection and Conservation of Library Materials Section, the Head of the General and Personnel Subdivision, the Staff, and the Library as additional informants.

Primary data in research is obtained directly in the field at the time of ongoing research in the form of information, events or actions, either through observations where researchers are directly involved in the field, or through interviews regarding the supervision of the Head of the Library Division in improving library services at the Batanghari Regency Library and Archives Office.

Secondary data in this study is in the form of written documentation, both in the form of books, magazines, documents and so on contained in the field, which includes work programs, announcements, attendance records, meeting minutes, book borrowing and returning books, library collections, and so on related to the supervision of the Head of the Library Division.

Library in improving library services at the Library and Archives Service Batanghari Regency. The data sources in this study consist of: (a) humans, namely the Head of the

Library Division, Head of the Services Section, Head of the Collection and Conservation of Library Materials Section, Head of the General and Personnel Subdivision, Staff of the Batanghari Regency Library and Archives Office, and Library Users. (b) Conditions and supervision activities, implementation of library services, state of facilities and infrastructure, library collections. (c) Documents, namely in the form of archives, official documents, books, organizational structures, attendance lists, and others. With these documents, it is expected to obtain data related to the supervision of the Head of the Library Division in improving library services at the Batanghari Regency Library and Archives Office.

RESULT AND DISCUSSION

Supervision is a series of processes carried out to ensure that all planned activities run according to the expected targets, even when faced with various changes that occur in the supervised environment (Kartel et al., 2022). Supervision is carried out in each management function to compare or measure what is being or has been implemented. According to Maringan Masry Simbolon, the function of supervision is basically to: (a) strengthen the sense and responsibility of the staff entrusted with duties and authority in carrying out work, (b) educate staff so that they carry out work in accordance with predetermined procedures, (c) prevent deviations, irregularities, negligence, and weaknesses so that unwanted losses do not occur, (d) correct mistakes and irregularities, so that the implementation of work does not experience obstacles and avoid waste.

Supervision is carried out starting from planning until the achievement of the goals to be achieved, by comparing ongoing and ongoing activities with plans that have been made effectively and efficiently (Assoah, 2007). In supervision, leaders need to observe, direct, improve and assess, in order to support and measure activities carried out in the library. Leadership supervision activities related to the library sector at the Batanghari Regency Library and Archives Service are carried out by the Head of the Library Division directly with inherent supervision, where this supervision is carried out continuously and continuously (Dewi S et al., 2022). The implementation of supervision is also assisted by three Section Heads, namely (a) Section Head of Library Services, (b) Section Head of Library Material Collection and Conservation, and (3) Section Head of Library Development and Reading Culture. The implementation of supervision by the Head of the Library Division by observing the performance of his subordinates will work programs that have been planned to run well in accordance with the initial plan that has been set, so that it is expected that subordinates understand the duties and obligations they will perform. If an error occurs, it can be corrected immediately by giving direction and guidance by the Head of the Library Division to his subordinates (Hartini et al., 2022). This supervisory activity can also be seen from the command flow contained in the organizational structure of the Batanghari Regency Library and Archives Office.

Based on the results of the interview, it is also known that in the implementation of supervision, the Head of the Library Division conducts regular and continuous observations so that work plans/programs that have been and are being implemented can

be measured and directed. Measurement activities are carried out by comparing the results or work programs that have been carried out whether in accordance with the work plan that has been made.

Measurement activities are carried out by comparing the results or work programs that have been carried out whether in accordance with the work plan that has been made, so as to avoid and prevent deviations in the implementation of work carried out by subordinates. This is not an easy thing, if a leader does not have a good and correct leadership spirit. Here it is necessary to apply a system of cooperation and partnership, so that the results achieved can be maximized.

Talking about services, nowadays people increasingly need efficient, responsive and quality services. The image of a good library service is not based on the point of view of the library, but based on the point of view of the users. So it is necessary to monitor the improvement of the quality of library services that are oriented towards the satisfaction of users after visiting the library. Because library service is an activity of providing services to users or the community, especially to library members. If in reality, the services provided are good and exceed what the users expect, they will feel very satisfied. And, if the service provided by the library is the same as expected, they will be satisfied. On the other hand, if the service does not match or even below the expectations of the users, then they will feel dissatisfied or even very dissatisfied.

At the Batanghari Regency Library and Archives Office, it is known that the service system provided by the Library and Archives Office implements a library service system, namely an open access system. This system gives library users the freedom to choose their own collection of books/library materials needed from the bookshelves provided. In the open access system, users search directly or look for the books/library materials they need on the shelves. The books/library materials can be read on the spot or borrowed with a loan period of 1 (one) week. If the user wants to extend the loan period, it can be extended by first reporting to the library staff. If the borrowing period passes, the user will be penalized.

The author's observation, the form of supervision carried out by the Head of the Library Division in improving library services at the Batanghari Regency Library and Archives Service is inherent supervision (direct supervision) which also combines preventive and repressive types of supervision. Preventive supervision is carried out to prevent unwanted things before work is done. And repressive supervision is carried out after the work is done to compare the results of the work obtained with the plans that have been made. This supervision is also not carried out alone by the Head of the Library Division. He conducts a system of cooperation with the ranks that are right under him in conducting supervision, namely the Head of the Collection Development and Library Material Conservation Section, the Head of the Library Development and Reading Culture Section, and most importantly the Head of the Library Services Section.

This is reinforced by the results of the researcher's interview which also found out that the form of supervision carried out by the leadership in each library service is inherent supervision. This is done to anticipate and correct errors and deviations made by

subordinates that cause the objectives of library services not to be achieved, which has an impact on the level of user satisfaction. Supervision is carried out with a system of cooperation between the Head of the Library Division and the Section Heads who are directly under him.

The benchmark of success in achieving the goals of a service is the satisfaction of the library users. Regarding the purpose of library services that are oriented towards the satisfaction of users at the Batanghari Regency Library and Archives Service, researchers see and find obstacles faced by the leadership (Head of the Library Division) in conducting supervision to improve library services, namely:

Library Human Resources (HR) are required to have professional attitudes in carrying out the performance that has been assigned to them such as knowing their duties, functions and responsibilities regarding library services that must be provided properly, as well as displaying impressive performance, such as having a friendly nature, smiling, caring and responsive / proactive to the needs / interests of library users as well as having a high commitment to improving the quality of library services.

With regard to the performance and performance mentioned above, based on the observations of the researchers, it was found that things that could be an obstacle for leaders in carrying out effective and efficient supervision of improving library services were the performance and performance of library Human Resources (HR) that were not yet professional. Assessment of library services is given by users from the performance and performance of library Human Resources (HR). Supervision that cannot be carried out effectively and efficiently can result in poor quality library services. Meanwhile, the selling point of the library is the satisfaction of library users. Users can be the library's promotional media in disseminating information regarding library services.

Based on the results of the researcher's interview, it is known that there are executive staff who are civil servants (PNS) sometimes leave the service desk on the grounds that it is quiet and entrust the service desk and delegate their responsibilities to staff who are PTT (Non-Permanent Employees) and TKS (Voluntary Workers). This reflects the attitude of responsibility of the implementing staff who are not disciplined and unprofessional. This is one of the causes of leadership supervision in improving library services not running effectively due to the performance and performance of library staff.

Researchers also saw that the service desk was too high. The service desk is the main desk. The service desk is the main desk as an information service and the first time that every library user will come to before entering the library room. If it is too high, it will be difficult for them to see who is coming, so sometimes they do not realize the presence of the users. This can also give the impression that the service desk does not provide optimal library services.

To overcome the obstacles that exist or occur at the Batanghari Regency Library and Archives Service, the leadership makes several efforts to improve library services, so that library goals can be achieved effectively and efficiently, and the plans that have been prepared can run efficiently and efficiently. The efforts made by the Head of the Library

Division at the Batanghari Regency Library and Archives Service in improving library services are as follows:

More Accurate Evaluation and Corrective Action of Service

Activities Library Evaluation of library service activities by leaders is all efforts, action or process to determine the quality of the progress of activities related to the implementation of library services by referring to certain criteria or benchmarks in accordance with the implementation of library services by referring to certain criteria or benchmarks in accordance with the implemented program (Hikmah et al., 2022). The criteria or benchmarks used to assess the success of the implementation of library services refer to whether or not the library users' needs for information are met and maximum user satisfaction is achieved. Evaluation is needed to obtain feedback on the effectiveness of library services implemented. With evaluation, the extent of the success of library services can be determined and follow-up steps can be taken to improve and develop the next service program.

Based on the results of the researcher's interview, it is known that evaluation is carried out more rigorously to measure and assess the achievement of the success of library services of various types of existing services, such as: information services, circulation services, reference services and reading services, then conduct evaluations at the end of each month and at the end of the year by making year-end reports on matters relating to library management, for example how many collections / book materials are still available, how many books are needed according to the needs of the users, how many library visitors, and how many memberships at the Batanghari Regency Library and Archives Service, as well as other matters relating to library services.

Training for Library Human Resources in Improving Quality of Performance

According to Nawawi quoted by Qalyubi in his book Basics of Library and Information Science states that there are three definitions of human resources in an organization, namely: (a) Human resources are humans who work in an organization commonly called employees, personnel, employees, or workers. (b) Human resources are human potential as the driving force of the organization in realizing its extension. And, (c) human resources are the potential that is an asset and functions as non-material or non-financial capital in the organization that can be realized into real physical and non-physical potential in realizing the existence of the organization (Keshav et al., 2022).

The second effort made by library leaders is by holding training on library services to provide knowledge and skills to library staff / personnel at the Batanghari Regency Library and Archives Service so that they can provide good and excellent service to library users, because the spearhead of the good and bad of a library is judged by the good and bad services provided, both those carried out by the Batanghari Regency Library and Archives Service and by other agencies. In order to achieve excellent service that has been buzzed all this time.

Increased Discipline Enforcement for Library Human Resources

Discipline is compliance with rules or submitting to supervision and control. Discipline aims to develop oneself in order to behave in an orderly manner (Amrina,

Iswantir M, et al., 2022). By implementing discipline, it means that all parties can ensure the survival and smooth running of library activities, reading, learning, discussions and others. The library needs to be well organized and arranged, so that the implementation of its work activities can run efficiently and effectively, if a library has good library discipline and maintenance.

It is a requirement that must be met and supported by library human resources (Qureshi et al., 2022). Rules or regulations must be implemented and obeyed by all parties, be it library staff, librarians or users.

The need to enforce discipline for library human resources in order to improve the performance and performance of library staff so that it is expected that there will be more visitors in the library. Library staff/librarians must be disciplined in carrying out their duties. In addition to discipline in carrying out duties and responsibilities, library staff/librarians are also disciplined in time. The success of the library is largely determined by the quality of performance and performance of the library's human resources. It can be said that with the discipline of a person's awareness and willingness to obey all applicable social rules and norms, the higher the work performance he achieves.

Adding to the Library Collection

The library collection is one of the main factors in the library. Collection or library materials are of various kinds. Library collections in terms of their physical form are (a) Book collections, such as: Science Books, Literature Books, and others. (b) Non-book collections, such as: maps, globes, vinyl records, CDs, and others. Meanwhile, library collections in terms of content are (a) fiction collections, for example short stories, novels, and children's stories, and (b) non-fiction collections, for example dictionaries, reference books, biographies, encyclopedias, magazines, and newspapers.

Adding library collections is one of the efforts that can be made to attract users to come and visit the Batanghari Regency Library and Archives Office, considering that there are no librarians. It is hoped that by continuing to add library collections, both book collections and non-book collections, it can support the quality of library services that have not been maximized. The prioritized collection is in accordance with the needs of the library users.

CONCLUSION

Based on the explanation that has been stated previously, to make it easier for readers to understand the reading clearly about the discussion in this article, the writer can conclude that the emotional intelligence of Islamic Religious Education (PAI) teachers is a series of abilities, competencies and non-cognitive skills that are able to influence a person's ability . Emotional intelligence as one of the intelligences that must be owned by the teacher which is needed to deal with and solve problems, namely the teacher's intelligence to place behavior in achieving success, is closely related to student achievement by Motivation. Because motivation aims to direct, activate and enhance activities in learning. Obstacles of Islamic religious education teachers in motivating student learning, namely: intrinsic factors and extrinsic factors that exist within students.

Efforts of Islamic Religious Education Teachers (PAI) in dealing with student learning obstacles by increasing emotional intelligence abilities in the learning process and utilizing learning time effectively and efficiently. The implementation of supervision carried out by the leadership at the Batanghari Regency Library and Archives Office is carried out by the Head of the Library Division directly with inherent supervision, by conducting observations and monitoring which must be accompanied by coaching and mentoring to subordinates on the performance of their subordinates on work programs that have been planned to run well, measurable and directed, so that it is hoped that subordinates understand the duties and obligations they will carry out and there will be no deviations in the implementation of work.

Supervision of Leaders on Library Services at the Batanghari Regency Library and Archives Office is inherent supervision (direct supervision) which also combines preventive and repressive types of supervision, which are carried out for all types of services available at the Batanghari Regency Library and Archives Office.

Obstacles to Leaders Conducting Supervision in Improving Library Services at the Batanghari Regency Library and Archives Office that are not yet professional make it difficult for leaders to carry out supervision. Assessment of library services is given by users from the performance and performance of library Human Resources (HR).

Leadership Efforts in Improving Library Services at the Batanghari Regency Library and Archives Service, including: 1) leaders conduct more accurate evaluations and corrective actions on library service activities. Evaluation is needed to obtain feedback on the effectiveness of library services implemented. Evaluations are carried out to see the extent of the success of library services so that follow-up steps can be taken to take corrective action and develop library service programs. 2) Leaders provide training for library human resources to improve the quality of their performance. Training is useful to gain knowledge and skills in order to provide good and excellent service to the users. 3) Leaders increase discipline enforcement for library human resources. The need for increased discipline enforcement to create order, comfort so that it is expected that there will be more visitors in the library. Library staff/librarians must be disciplined in carrying out tasks and time discipline. 4) Leaders and libraries continue to add to the library collection as the most aggressive alternative to increase the sense of satisfaction of users who come and visit the library, so that they are happy because the books they need are there.

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