

Job Rotation Program Evaluation for Librarians at UIN Imam Bonjol Padang

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Abstract— One of Imam Bonjol State Islamic University library efforts in improving the skills of librarians is by rotating job. Job rotation program is an important program that allows librarians to acquire new skills, increase staff productivity, develop new working relationships in all parts of the library and acquire the skills needed for future career advancement. This research aimed to find out how the rotation system worked in the university library in improving the quality of library services in terms of the library management and all services provided to users. The research is a descriptive study where data were obtained through questionnaires and interviews with some librarian and library staffs. Some users were also involved as informants to complete the data. From the evaluation results it is known that the librarian and other staffs in Imam Bonjol State Islamic University library received a good job rotation system, although there were still some librarians who thought that the purpose of the job rotation had not been achieved in certain fields. Work rotation also affected the quality of services provided to users. With the implementation of work rotation librarians acquired various skills, so that in providing services to the users and other visitors they found it easy to meet their information needs.

Keywords—*academic libraries, job rotation, library management, library services*

I. INTRODUCTION

The role of librarians as professionals is very necessary for the library; one of them is the college library. Human resources (librarians) possessed by a library can be increased in their abilities and expertise through seminars, upgrading, formal and informal education. In addition to education, skills and human resource development can also be done with work rotation. Work rotation is the transfer of labor from one job to another without causing changes in salary or rank / class with the aim of increasing knowledge, experience and to overcome boredom in work [1]. The work rotation, besides functioning for the development of human resources, is also believed to be able to provide many other benefits for the organization, including preventing the occurrence of boredom and reducing labor turnover.

The Technical Implementation Unit of Library (TIUL) that belongs to Imam Bonjol State Islamic University (hereafter with called UIN Imam Bonjol) is a central university library under the auspices of the university managements. UIN Imam Bonjol Padang Library as an institution providing information

resources is needed in supporting a quality learning process, for example, in order to supply literatures and references to do assignments, theses, and research on implementation of the university's three main jobs (education, research and publication, community services). As an information institution, UIN Imam Bonjol Padang Library is managed by seven librarians.

Based on observations made and interviews with librarians on duty, it is known that in an effort to improve the quality of employee performance, the head of UIN Imam Bonjol Padang Library always gives direction and attention to the activities and work done. One of the efforts made is the leadership to rotate different fields of work every year. Rotation is done in the hope that it can improve the performance of librarians for the better so that it can support the achievement of the goals of the Library.

The implementation of work rotation on librarians in the UIN Imam Bonjol library has been carried out periodically, but the work problems of librarianship are still found. This happens because the librarian has not been effective in the position that matches his expertise when rotated. The rotation period was considered so short that the librarians still needed work adjustments to acquire the new position and its duties.

II. METHOD

This study uses a descriptive method, where each respondent and resource person were questioned about their opinions about work rotation, then described their opinions and explained the constraints felt in the implementation of work rotation. The research data were obtained in two ways, namely through distributing questionnaires to seven librarians of UIN Imam Bonjol Padang Library, and conducting in depth interview with them. Furthermore, literature studies were also carried out to clarify the concepts and theories discussed in this paper. Systematic literature review was a means to identify, evaluate and interpret all available research sources that were relevant to research questions, topic areas, or existing interesting phenomena [2].

III. FINDINGS AND DISCUSSION

Basically, a work rotation is a process of moving employees from one job to another which is considered to be equal and equal [3] [4] to improve staff skills in the organization [5] and

enhance their knowledge and experience [6] as a systematic movement [7] and planned for several periods [8]. This transfer is a routine activity of the company in carrying out the "The Right Man in the Right Job" principle of people who are right in the right place and in their implementation must consider objective and rational factors, such as to improve work morale, as a medium of competence, promotion and implemented in a coordinated manner [9]. The strength of a work rotation is to reduce boredom and increase motivation through diversifying employee activities [10]. The work rotation is carried out with the assumption that monotonous tasks or jobs can result in boredom and a decrease in the work of employees. Employees who are free from boredom and feel fresh in carrying out their new duties will provide far better service than those who for years have done the same work in the same place, so that with the work rotation especially for interests the public is expected to accelerate services to them. In addition, with the work rotation in companies or institutions will make employees become proficient in several jobs, not only in one work field. Mastery of various types of work will give employees the opportunity to grow and make employees more valuable to companies and institutions.

According to Hasibuan's opinion [1] regarding the benefits of a work rotation, the implementation of the work rotation of librarians in UIN Imam Bonjol library offers some benefits as follows.

1. Increasing the productivity of librarians
2. Increasing the productivity of librarians
3. Creating a balance between librarians and the composition of their positions
4. Extending and increasing librarian knowledge
5. Eliminating librarians' boredom or boredom about their work
6. Providing motivation for librarians to increase their careers
7. In some cases, work rotation can be used as a punishment or sanction for violations committed by librarians
8. As a driving tool so that the working spirit of librarians increases through open competition
9. To give recognition for the achievements achieved by librarians
10. For better security measures
11. To adjust the work to the physical condition of the librarian
12. As a solution to overcome disputes between fellow librarians.

Work rotation can be used by the library to learn the experiences of new librarian graduates and identify the needs of employees during the training period when they are newly hired. In the implementation, there are five stages in the implementation of work rotation [11] in the library that is:

1. asking the librarian if they want the job rotation
2. performing testing on librarians as they would when recruiting them
3. providing training if needed
4. moving librarians per "friend group"
5. keep an eye on the performance of librarians.

Based on the results of observations that have been made related to the work rotation of librarians in UIN Imam Bonjol library, the following data were obtained as presented on table 1.

TABLE 1. THE IMPACT OF JOB ROTATION ON LIBRARIANS IN UIN IMAM BONJOL LIBRARY

NO	STATEMENTS	SA	A	SA	D	SD
a	Job rotation as manager's policies and regulations	2	2	2	1	
b	The principle of work rotation "the right man on the right job"		5	1	1	
c	Job rotation to improve librarian work morale		6		1	
d	Job rotation as a medium of rational competence	2	3	2		
e	Job rotation for librarian promotion		5	2		
f	Job rotation reduces Turnover Labor		6	1		
g	Coordinated job rotation	1	4	2		
h	Job rotation for the work quantity of librarians	2	5			
i	Job rotation improves the quality of librarian work		6		1	
j	Job rotation increases librarian discipline	1	5			1
l	Job rotation increases librarian collaboration	4	3			

From interviews and information obtained based on questionnaires that have been filled in by librarians, the work rotation of librarians at UIN Imam Bonjol library results can be summarized as follows:

1. Work rotation is a policy of the leadership of the institution which is carried out regularly in UIN Imam Bonjol library.
2. The implementation of work rotation based on the principle of "the right man on the right job", meaning that the field of work provided has been adjusted to the capabilities of each librarian.
3. Work rotation helps to increase work morale and loyalty of librarians in UIN Imam Bonjol library Through work rotation librarians try to improve their performance from previous work.
4. Work rotation helps librarians to add experience in various fields and work positions so as to assist librarians for their promotion.
5. Through work rotation librarians feel more and more eager to do work because it can reduce boredom.
6. The rotation of work in UIN Imam Bonjol library is carried out by paying attention to the librarian's desire and pleasure so that it can improve the performance of librarians.
7. Work rotation can increase the work quantity of librarians because the workload given to librarians is according to their ability.
8. Work rotation can improve the librarian's self-quality because the workload of the librarian is in accordance with the specified work standards (work performance).

9. Work rotation can improve librarian discipline because librarians are able to meet the expected time limits and targets.
10. Work rotation can improve the ability of librarians to cooperate, because with the work system which is lined each librarian helps each other in completing their work in UIN Imam Bonjol library.

From the results of the questionnaire and interview evaluation, overall librarians at UIN Imam Bonjol library felt comfortable to be placed in all fields. Indications of comfort in carrying out the work are in accordance with the interests or talents of each librarian. However, each individual basically has different talents and interests in work. Some enjoy relaxed work conditions, but some librarians on the contrary do not like relaxed work conditions. However, this will not be a problem if each librarian is responsible for their duties, completing the task well and on time.

In accordance with the quality of library services, the implementation of work rotation can affect the quality of services provided to users. With the implementation of work rotation librarians have acquired various skills and can master various fields, so that in providing services to visitors they will not find it difficult. Armed with the ability of librarians, the services provided to users become more optimal. This means that the quality of services provided to users as a whole has been satisfactory. However, there are several things that need to be considered to create optimal service quality in accordance with the needs of users, among others:

1. The frequency of work rotation in a fairly close range of time makes some librarians less maximal in carrying out their duties and responsibilities, this is because when they have not mastered a field but have been rotated to another.
2. There are still librarians who are not up to date with the development of science related to the concept of a modern library.
3. Job rotation in the adjacent time can lead to a lack of confidence of librarians in showing their expertise, this is because when a librarian has not mastered a field, it has been re-rotated in another field.
4. Job rotation sometimes also reduces the level of cooperation and cohesiveness among librarians. As a result, in carrying out the task of librarians is less than optimal due to a short working relationship so that there is no strong sense of kinship and friendship.

5. Still found librarians who lack discipline in managing time while working, this has an impact on the quantity and quality of their work.

IV. CONCLUSIONS

In accordance with the previous description, it is known that the work rotation system in UIN Imam Bonjol library is going well, the goal is to overcome the librarians' saturation, increase skills, create justice in the responsibilities and workload obtained by each librarian, create cooperative relationships between librarians, improve discipline librarians and increase librarian knowledge in various fields. In general, librarians in UIN Imam Bonjol library receive a good job rotation system; although there are still some librarians who feel that the purpose of the job rotation has not been achieved in certain fields. This is due to a lack of mastery of skills and use of technology by librarians, as well as a lack of understanding of librarians about certain fields caused by differences in tasks with their level of education, and lack of fluency in work because they are not used to working rotation. It can be concluded that the work rotation system has a positive influence on librarians. With the existence of a work rotation system, librarians feel that their knowledge is increasing due to varied work fields.

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