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THE INFLUENCE OF POLICY AND BUDGET ON THE PERFORMANCE OF LIBRARIANS MEDIATED BY QUALITY OF HUMAN RESOURCES

Dinar Husnayaini^{1*}, Suhardi M Anwar², Hadi Pajariantio³, Ilham Tahier⁴

- ¹ Postgraduate Student Master of Management, Muhammadiyah University of Palopo, Indonesia
Email: dinarsapei88@gmail.com
- ² Department of Economy and Business, Muhammadiyah University of Palopo, Indonesia
Email: manwarsuhardi@umpalopo.ac.id
- ³ Department of Economy and Business, Muhammadiyah University of Palopo, Indonesia
Email: pajariantiohadi@gmail.com
- ⁴ Department of Economy and Business, Muhammadiyah University of Palopo, Indonesia
Email: ilhamtahier@umpalopo.ac.id
- * Corresponding Author

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Abstract:

This research aims to analyze the influence of policies and budgets on the quality of human resources (HR) and their impact on the performance of librarians at the East Luwu Regency Regional Public Library. The phenomenon behind this research is that there is still inequality in budget allocation and policies that are not optimal in supporting improving the quality of human resources in libraries, which ultimately has an impact on the performance of librarians. Comprehensive policies and adequate budget allocations are necessary to ensure that librarians have the skills and knowledge necessary to provide optimal services. This research uses a quantitative approach with survey methods. Data was collected through questionnaires distributed to 85 librarians at the East Luwu Regency Regional Public Library. Data analysis was carried out using multiple regression techniques to examine the influence of policies and budgets on the quality of human resources and path analysis to evaluate their impact on librarian performance. The research results show that policy has a positive and significant influence on the quality of human resources. The budget variable has a positive and significant influence on the quality of human resources but does not have a significant influence on the performance of librarians. Human resource quality is able to mediate a significant relationship between policy and budget variables on librarian performance. To improve the performance of librarians, library managers and policy makers must focus on developing supportive policies, adequate budget allocation, and improving the quality of human resources.

Keywords:

Budget, Performance, Policy, Quality, Library

Introduction

The East Luwu Regency Regional Public Library has a very important role in providing access to information and knowledge to the community. To carry out this role well, the quality of human resources working in libraries, especially librarians, must be optimal. Policy and budget are two crucial elements that can influence the quality of human resources in libraries. Effective policies and adequate budgets are needed to ensure librarians get the training and support they need to improve their competency and performance.

The quality of human resources (HR) in an organization is greatly influenced by the management policies and budget allocations implemented. At the East Luwu District Public Library, policies related to training, professional development, and career management of librarians play an important role in determining how well librarians can carry out their duties. Apart from that, the budget allocated for training and human resource development activities is also a determining factor in improving the quality of librarians.

Various studies have shown that investment in training and human resource development can significantly improve employee performance. Research conducted by Fernandes (2019) shows that a comprehensive training and development policy can improve the skills and knowledge of librarians, which in turn improves the quality of library services. Fernandes emphasizes the importance of policies that support continuous learning and provide the resources necessary for professional development. However, in many public libraries, including in East Luwu Regency, there are limitations in policies and budgets which can have a negative impact on developing the quality of librarians. These limitations include a lack of sustainable training programs, insufficient budget allocation, and policies that do not support the career development of librarians.

The phenomenon that occurs in the East Luwu Regency Regional Public Library is that there is inequality in budget allocation and policies that are not optimal in supporting improving the quality of human resources. For example, many librarians feel they do not receive adequate training to improve their competence. In addition, existing policies do not fully support the career development of librarians, which in the end can affect their motivation and performance. This phenomenon shows an urgent need to evaluate and improve the policies and budget allocations implemented.

Previous research has discussed the importance of training and human resource development in improving employee performance. An adequate budget is one of the key factors in ensuring high quality human resources. Tung (2023) examine the relationship between budget allocation for training and human resource quality. The research results show that allocating sufficient budgets for training and development programs sees significant improvements in the competence and motivation of their librarians. Brown suggests that investment in training should be a top priority for library management to ensure high-quality services. However, there is still a gap in research that specifically examines the influence of policies and budgets on the quality of human resources in the public library environment, especially in areas such as East Luwu Regency. Most of the existing research was conducted in the private sector or at higher education institutions, so it does not provide a clear picture of conditions in public libraries.

Furthermore, although there is research that shows the relationship between training and employee performance, there is still little research that explores the role of management

policies and budget allocation as factors that mediate this relationship. Therefore, this research aims to examine in depth how policies and budgets influence the quality of human resources and their impact on the performance of librarians at the East Luwu Regency Regional Public Library.

This research aims to identify the influence of policy on the quality of human resources in the East Luwu Regency Regional Public Library, analyzing the impact of budget allocation on the quality of human resources in the library. Evaluate the impact of the quality of human resources on the performance of librarians at the East Luwu Regency Regional Public Library and provide policy recommendations and budget allocation strategies that can improve the quality and performance of librarians. By understanding the relationship between policy, budget, quality of human resources, and librarian performance, it is hoped that this research can make an important contribution to public library management, not only in East Luwu Regency but also in other areas that face similar challenges.

Literature Review

Policy

Policies encompass all actions that governments choose or do not choose to undertake, indicating flexibility and a wide range in policy implementation (Agusman Aris et al. 2019). Luo et al. (2022) defining policy includes all actions that a government chooses or does not choose to undertake, indicating flexibility and a wide range in policy implementation.

Another definition was put forward Thinh et al. (2023) policy is a set of actions proposed by individuals, groups, or governments in a particular environment to achieve certain goals. This definition emphasizes a series of interrelated decisions taken by political actors to achieve certain goals. Whereas Phung (2023) Policy is a series of actions followed by an actor or group of actors in dealing with a problem or matter of concern.

Various definitions of policy put forward by experts can be concluded that policy is a series of guidelines, principles or rules designed to direct and regulate actions and decisions in an organization or institution. Policies are usually formulated by parties who have authority or authority within the organization, with the aim of achieving certain goals, overcoming problems, or responding to certain situations. Policies can cover various aspects, ranging from operational procedures, resource allocation, to the behavior expected from organizational members. In general, policies function as a framework that helps ensure consistency, efficiency, and effectiveness in carrying out tasks and achieving organizational goals.

In the context of research, policies can be measured and evaluated through several indicators that have been formulated by experts. These indicators help in assessing the effectiveness of policies and their impact on organizations or society. Policy indicators put forward by Phung (2023) and will be used in this research consisting of;

- Clarity of Policy Objectives, policies must have clear and specific objectives, determine the direction and targets to be achieved through the policy, measure the extent to which these objectives are understood by policy implementers.
- Policy Consistency, policies must be consistent with other existing policies, avoid conflicts with other applicable policies, ensure continuity between various existing policies.

- Policy Effectiveness, measuring the extent to which the policy achieves the stated objectives, assessing the impact of the policy on the problem to be addressed, considering the results and benefits obtained from implementing the policy.
- Policy Efficiency, assessing the use of resources in implementing policies, measuring the comparison between costs incurred and results achieved, determining whether policies provide maximum results with minimum costs.
- Policy Legitimacy and Support, measures the level of acceptance and support from stakeholders, assesses whether the policy is accepted by the public and policy implementers, determines the level of trust and political support for the policy.

Budget

Budgets are an important instrument in managing financial resources used by organizations to plan, control and evaluate the use of resources efficiently and effectively. The definition of a budget according to experts varies, but generally includes the concepts of planning and control. Purba and Sari, (2022) defines a budget as a financial plan prepared systematically, which includes all activities to be carried out by a company or organization within a certain period of time. Dahana (2020) explains the budget as a detailed plan expressed in monetary units, which includes all activities to be carried out by the organization during a certain period of time.

Sundara et al. (2021) defines a budget as a work plan expressed quantitatively, usually in monetary units, which covers all activities in the organization for a certain period of time. Dahana and Ermwati, (2020) defines budgeting as a financial planning process that involves setting goals, developing strategies, and allocating financial resources to achieve those goals. The definition of budget according to experts emphasizes the systematic, structured and quantitative aspects of the budget as a financial plan that covers all organizational activities. Budget research indicators, such as budget planning, budget control, transparency and accountability, budget allocation, compliance, efficiency of use, and evaluation and monitoring, help in assessing the effectiveness and efficiency of budget use in supporting the achievement of organizational goals.

In the context of research regarding the influence of policies and budgets on the quality of human resources and performance of librarians at the East Luwu Regency Regional Public Library, a deep understanding of budget variables and their indicators is very important. This research uses indicators proposed by Chrysanthakopoulos and Tagkalakis, (2023) consisting of:

- Budget Planning: assessing the extent to which the budget planning process is carried out systematically and structured, involving the participation of various related parties in preparing the budget, determining whether the budget is prepared based on needs analysis and realistic projections.
- Budget Control: measuring the organization's ability to monitor and control expenditure in accordance with the budget plan, assessing the effectiveness of the internal control system in preventing waste and misuse of the budget, ensuring that there is a routine reporting and evaluation mechanism for budget realization.
- Budget Transparency and Accountability: assessing the openness of the budget preparation and implementation process; measure the extent to which budget information can be accessed and understood by interested parties; ensure that budget implementation can be accounted for to stakeholders.
- Budget Allocation: assessing the adequacy and suitability of budget allocations for various organizational programs and activities, measuring the effectiveness of budget allocations in

supporting the achievement of organizational goals, determining appropriate expenditure priorities based on needs analysis.

- Budget Evaluation and Supervision: assessing the effectiveness of evaluation and supervision mechanisms in the budget process, measuring the extent to which budget evaluations are carried out routinely and continuously, determining follow-up actions from evaluation results for future improvements.

Quality of Human Resources

Quality of Human Resources (HR) refers to the level of abilities, skills and competencies possessed by individuals in an organization that influence the productivity and performance of the organization as a whole (Lubis et al. 2022). Klepić (2022) states that HR quality is a combination of skills, knowledge, abilities and attitudes possessed by employees that contribute to achieving organizational goals. Furthermore, quality human resources include technical and non-technical competencies that are relevant to employee duties and responsibilities.

According to Hien (2023), HR quality is the degree to which an organization's workforce has the appropriate skills, knowledge and attitudes to meet their job demands. This research emphasizes the importance of continuous training and development to improve the quality of human resources. Study Sinambela et al. (2022) defines HR quality as an individual's ability to effectively apply knowledge and skills in the work context to achieve desired results. This research highlights the role of HRM in creating an environment that supports employee competency development.

The conclusion from various expert statements is that HR quality is the level of competence possessed by the workforce, which includes intellectual abilities, technical skills and interpersonal abilities. HR quality can also be interpreted as an individual's capacity to contribute effectively to organizational performance through mastery of skills, knowledge and behavior relevant to their work role. HR quality indicators include technical competence, non-technical competence, work performance, self-development, as well as attitudes and behavior. Managing and improving the quality of human resources through training, development and continuous evaluation can help organizations achieve their strategic goals.

To measure the level of HR quality measures in this research, indicators proposed by Alqudah et al. (2022) which put forward the following HR quality indicators:

- Technical Skills: The ability to use the tools, technology, and methods necessary to complete specific tasks.
- Communication Skills: Skills to communicate effectively with co-workers, superiors, and customers.
- Teamwork: The ability to work collaboratively in a team and contribute to a common goal.
- Innovation and Creativity: An employee's ability to create new ideas and innovative solutions to problems faced.
- Training and Education: Participation in relevant training and education programs for competency development.

Librarian Performance

Librarian performance is the level of achievement of the duties and responsibilities assigned to librarians in providing library services. This performance covers various aspects such as

productivity, efficiency, service quality and user satisfaction (Kusumawardhani. 2019). Adiatama (2021) defines performance as the work results achieved by a person in carrying out the tasks assigned to him, in accordance with predetermined criteria. In the context of librarians, performance is measured based on how well they carry out library tasks and provide services to users.

Omotunde and Alegbeleye, (2021) describes performance as the results achieved by employees in carrying out their duties in accordance with the standards and targets set by the organization. Based on this understanding, librarian performance is measured based on their ability to meet library service standards and user needs. Kotler and Armstrong, (2018) defines performance as the level of achievement of tasks set by the organization, assessed against relevant criteria. Kotler highlighting that performance must be evaluated systematically to ensure alignment with organizational goals.

Sabzwari et al. (2023) explains that performance is the level of task achievement which is measured by the results of an individual's work in carrying out their duties in accordance with established standards. Librarian performance includes various indicators such as efficiency, effectiveness and library user satisfaction. To measure librarian performance, several general indicators are used which include aspects of productivity, efficiency, service quality and user satisfaction. The following are several librarian performance indicators that will be used in this research (Rodriguez and Dablio, 2024):

- **Productivity:** this indicator measures the amount of library materials processed and accessed by users, reference services provided to users and the number of programs and activities organized by librarians.
- **Efficiency:** measures the time required to process library materials, efficient use of library resources, librarians' ability to utilize information technology.
- **Service Quality:** measures the level of user satisfaction with library services, the ability of librarians to provide responsive and timely services, the professionalism and competence of librarians in carrying out their duties.
- **User Satisfaction:** measures the level of user satisfaction with the library collection, feedback from users regarding the quality of services received, the level of user participation and involvement in library activities.
- **Innovation and Development:** measures librarians' ability to develop new programs and services, librarians' participation in training and professional development, librarians' initiative in adopting new technology and best practices.

Framework Development

The development of a research framework was carried out to see the relationship between research variables based on previous research to develop research hypotheses. The development of a framework and hypothesis is also the basis for formulating a research conceptual framework. The following is the relationship between research variables:

Study Hien (2023) found that policies that support career development and ongoing training opportunities motivate employees to learn and develop themselves, which contributes to improving the overall quality of human resources. Research by Thinh et al. (2023) shows that well-designed policies and development directly influence the quality of human resources. Research by Fernandes and Taba, (2019) shows that the policy contributes significantly to the quality of HR, including work-life balance and mental health support, increasing employee

satisfaction and commitment, which ultimately has a positive impact on the quality of their work. Previous research consistently shows that effective organizational policies play a key role in improving the quality of human resources. From the results of previous research and the relationship between research variables, the first hypothesis in this research can be formulated as follows:

H1: It is suspected that policies have a positive and significant effect on the quality of human resources

Organizations that want to improve the quality of human resources must pay attention to strategic and sufficient budget allocation to support various employee development initiatives. Research by Dahana and Ermwati, (2020) shows that a significant budget allocation for employee training and development directly has a positive impact on the quality of human resources. Investing in ongoing training programs allows employees to improve their technical and non-technical skills, which in turn increases competency and productivity. Edwy et al. (2022) also found that organizations that allocate sufficient budgets for employee training tend to have a workforce that is more competent and ready to face dynamic market challenges. From the results of previous research and the relationship between research variables, the second hypothesis in this research can be formulated as follows:

H2: It is suspected that the budget has a positive and significant effect on the quality of human resources

Skills, competencies, education, training, work experience, as well as attitudes and motivation of librarians are key factors that influence their performance. Librarians who have high quality human resources tend to provide better, more efficient and more innovative services, which contribute positively to overall library performance (Hashmi, 2019). Research by Sharif et al. (2021) shows that librarians who have high skills and competencies tend to have better performance. Technical skills in using information technology and abilities in library management are important factors that influence librarian performance. Adiatama (2021) also found that librarians' competence in terms of bibliographic knowledge and information management abilities contributed significantly to their performance, especially in providing effective and efficient services to library users. From the results of previous research and the relationship between research variables, the third hypothesis in this research can be formulated as follows:

H3: It is suspected that the quality of human resources has a positive and significant effect on librarian performance

Policies that support training and development, rewards and incentives, participative management and leadership, as well as welfare and a good work environment, all contribute positively to improving librarian performance (Hien, 2023). Study Thinh et al. (2023) shows that policies that support the professional development of librarians contribute significantly to improving their performance. Policies that provide sustainable programs enable librarians to stay abreast of new technological developments and methodologies in the library field, which increases their competence and efficiency. Research by Agusman Aris et al. (2019) also supports these findings by showing that structured and planned training policies improve librarians' technical and non-technical skills, which leads to improved library operational performance. From the results of previous research and the relationship between research variables, the fourth hypothesis in this research can be formulated as follows:

H4: It is suspected that policy has a positive and significant effect on librarian performance

Budgets allocated for training and development, facilities and resources, incentive and reward systems, and research and innovation all contribute positively to improving librarian performance (Phung, 2023). Research by Kim (2019) shows that adequate budget allocation for the development of librarians contributes significantly to improving their performance. Kuntadi and Puspasari, (2023) supports these findings by showing that regularly allocated budgets can improve employees' ability to provide high-quality services to users, which in turn improves their performance. From the results of previous research and the relationship between research variables, the fifth hypothesis in this research can be formulated as follows:

H5: It is suspected that the budget has a positive and significant effect on librarian performance

The performance of librarians is greatly influenced by various factors, including organizational policies and the quality of human resources (HR). Effective policies can create strategic direction that is important for improving the performance of librarians. On the other hand, the quality of human resources, which includes an important role in translating these policies into real performance (Butt et al. 2023). Research by Aggasy et al. (2023) shows that HR quality can function as an intervening variable between policy and employee performance. Good policies improve the quality of human resources, which in turn improves employee performance. Study Vaidya et al. (2022) shows that the relationship between policy and employee performance is mediated by the quality of human resources. Effective policies improve the quality of human resources, which then improves employee performance. From the results of previous research and the relationship between research variables, the sixth hypothesis in this research can be formulated as follows:

H6: It is suspected that policy has a positive and significant effect on librarian performance through the quality of human resources

Study Belisca et al. (2023) shows that an adequate budget can positively influence the quality of human resources in an organization, including librarians. High quality human resources, such as expertise in information management, mastery of the latest technology, and good interpersonal skills, contribute significantly to improving the performance of librarians. Research has Kuntadi and Puspasari, (2023) shows that investment in human resource development, supported by adequate budget allocation, can increase the motivation and competence of librarians in providing better services to users. From the results of previous research and the relationship between research variables, the seventh hypothesis in this research can be formulated as follows:

H7: It is suspected that the budget has a positive and significant effect on librarian performance through the quality of human resources

Conceptual Framework

The results of previous research and the relationship between research variables mean that the conceptual framework of this research can be described as follows:

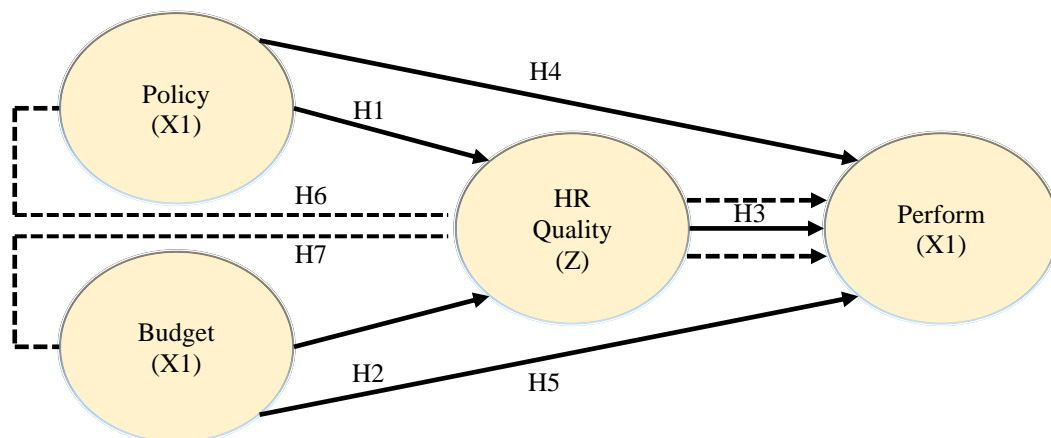


Figure 1: Conceptual Framework

Methodology

The type of research carried out is empirical using a quantitative approach, which uses data in the form of numbers as a tool to analyze information about what you want to know. Empirical research is also research by building one or more hypotheses based on a structure or theoretical framework and then testing these hypotheses.

The population studied in this research is all employees at the East Luwu Regency Regional Public Library as the unit of analysis and as the observation unit. This population determination is expected to be able to represent a larger population, so that the results of this research can be generalized well. The sampling technique used was saturated sampling where the entire population was sampled so that the number of samples in this study was determined to be 85 samples.

The data used are primary data and secondary data, primary data was collected through observations, interviews and distributing questionnaires to respondents. Meanwhile, secondary data was collected through literature study and documentation related to the research conducted. Some of the data processing techniques used include:

- Validity Test and Reliability Test. To test whether the question item is valid or not, a validity test is carried out on a sample of respondents. Meanwhile, the reliability test is used to determine the consistency of the measuring instrument, whether the measuring instrument used is reliable and remains consistent if the measurement is repeated.
- Descriptive Analysis, Descriptive statistical analysis is an analysis that shows the development and growth of a situation and only provides an overview of a particular situation by describing the characteristics of the research object.
- Correlation Analysis, Correlation analysis is a study discussing the degree of closeness of the relationship between variables which is expressed by the correlation coefficient value. The relationship between these variables can be positive and negative. Data analysis in this research uses correlation analysis through the SmartPLS program. Hypothesis testing is carried out using correlation analysis because it is to test the closeness of the relationship between 2 (two) or more variables.

Data Analysis Results

Data analysis was carried out using SmartPLS, before testing the hypothesis, Validity and Reliability Testing was first carried out. The validity test was carried out by looking at the Outer Loading value and the AVE value, while the reliability test was carried out by looking at the Cronbach Alpha and Composite Reliability values.

Validity Test

The validity test was carried out by looking at the outer loading value of each question item from the research variables. We can see the complete results in Figure 2 below:

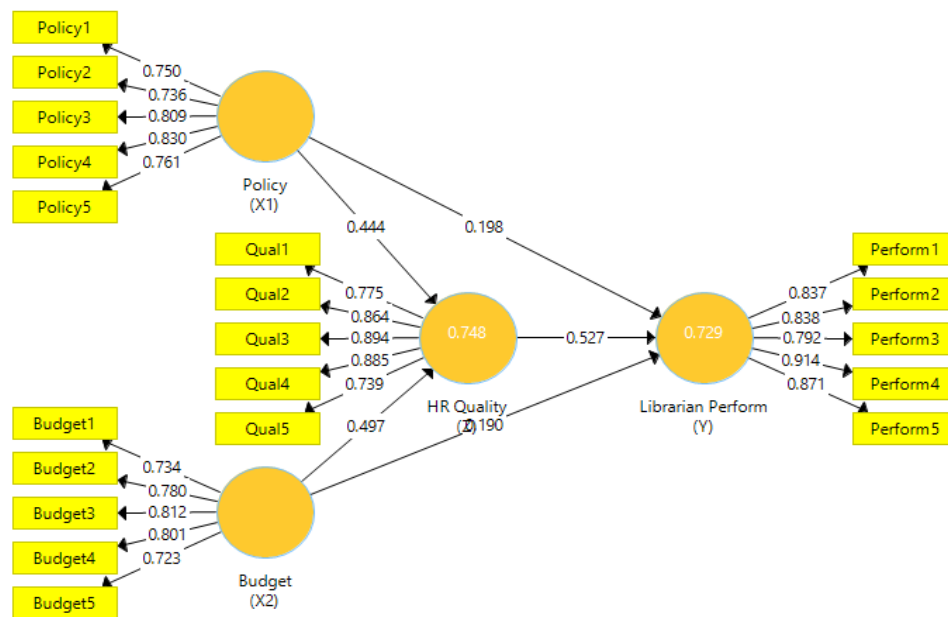


Figure 2. Outer Loading Analysis

In Figure 2 above we can see the loading factor value of each variable. The required factor loading value is > 0.6 . The results of the validity tests carried out show that all outer loading values are in accordance with the requirements. The outer loading value for each variable is above 0.6. The next test is by looking at the AVE value which we can see in table 1 below:

Table 1: Construct Validity

	Average Variance Extracted (AVE)
Budget_(X2)	0.594
HR Quality_(Z)	0.695
Librarian Perform_(Y)_	0.725
Policy_(X1)	0.605

Source: Primary Data is Processed

The expected AVE value is > 0.5 , the results of the validity test of the AVE value shown in table 1 above show that the value is in accordance with the required value, namely above 0.5.

Reliability Test

The values used to determine the level of reliability of the SEM model are Composite Reliability and Cronbach Alpha. The standard Cronbach's Alpha value for a variable so that it is declared reliable is > 0.6 , while the standard value for Composite Reliability is > 0.7 . We can see the test results in table 2 below:

Table 2: Construct Reliability

	Cronbach Alpha	Composite Reliability
Budget_(X2)	0.830	0.880
HR Quality_(Z)	0.888	0.919
Librarian Perform_(Y)_	0.905	0.929
Policy_(X1)	0.837	0.884

Source: Primary Data is Processed

Based on the table above, it is known that all variables have Cronbach's Alpha values and Composite Reliability values have met the requirements so that it can be stated that the SEM model analyzed is reliable. After the model was declared valid, the relationship between the research variables was tested, the complete results of which can be seen in figure 3, table 3 and table 4 below:

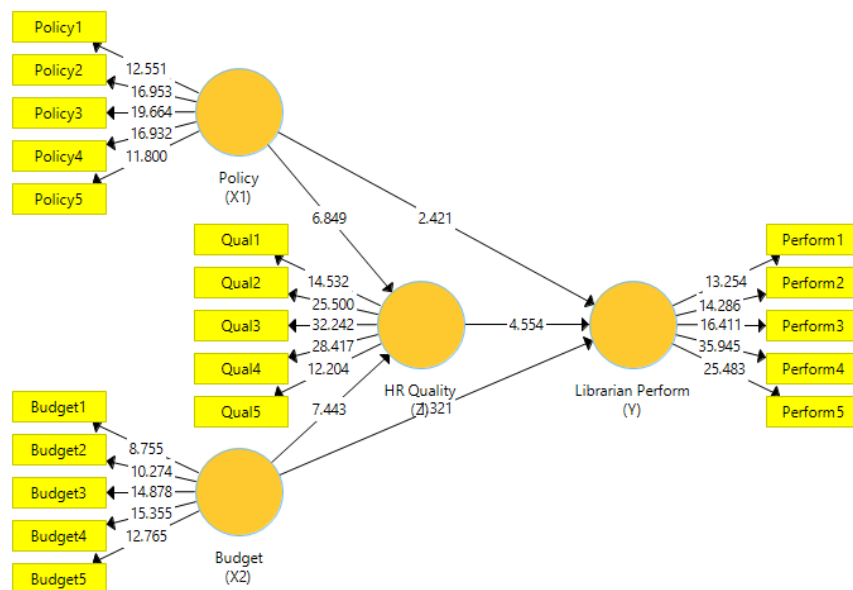


Figure 3. Direct Effect Analysis

Table 3: Direct Effects

Direct Effects	T-Stat	P-Value	Results
Budget_(X2) -> HR Quality_(Z)	7,443	0.00	Significant
Budget_(X2) -> Librarian Perform_(Y)_	1,321	0.18	Not Significant
HR Quality_(Z) -> Librarian Perform_(Y)_	4,554	0.00	Significant
Policy_(X1)-> HR Quality_(Z)	6,849	0.00	Significant
Policy_(X1)-> Librarian Perform_(Y)_	2,421	0.01	Significant

Source: Primary Data is Processed

Table 3: Indirect Effects

Direct Effects	T-Stat	P-Value	Results
Budget_(X2) -> HR Quality_(Z) -> Librarian Perform_(Y)_	4,131	0.00	Significant
Policy_(X1)-> HR Quality_(Z) -> Librarian Perform_(Y)_	3,412	0.00	Significant

Source: Primary Data is Processed

Hypothesis Test

- The test results show a positive and significant influence between policy variables and HR quality as indicated by the t-stat value of $6.849 > t\text{-table}_{1,664}$ and p-value $0.00 < 0.05$. The first hypothesis of this research is declared accepted.
- The test results show a positive and significant influence between the budget variable and HR quality, indicated by the t-stat value of $7.443 > t\text{-table}_{1,664}$ and p-value $0.00 < 0.05$. The second hypothesis of this research is declared accepted.
- The test results show a positive and significant influence between the human resource quality variable and librarian performance as indicated by the t-stat value of $4.554 > t\text{-table}_{1,664}$ and p-value $0.00 < 0.05$. The third hypothesis of this research is declared accepted.
- The test results show a positive and significant influence between policy variables and librarian performance as indicated by the t-stat value of $2.421 > t\text{-table}_{1,664}$ and p-value $0.01 < 0.05$. The fourth hypothesis of this research is declared accepted.
- The test results show a positive but not significant influence between the budget variable and librarian performance as indicated by the t-stat value of $1.321 < t\text{-table}_{1,664}$ and p-value $0.18 > 0.05$. The fifth hypothesis of this research is rejected.
- The test results show a positive and significant influence between policy variables and librarian performance through the quality of human resources as indicated by the t-stat value of $3.412 > t\text{-table}_{1,664}$ and p-value $0.00 < 0.05$. The sixth hypothesis of this research is declared accepted.
- The test results show a positive and significant influence between policy variables and librarian performance through the quality of human resources as indicated by the t-stat value of $4.131 > t\text{-table}_{1,664}$ and p-value $0.00 < 0.05$. The seventh hypothesis of this research is declared accepted.

Discussion

The Influence of Policy on the Quality of Human Resources

The results of data analysis show that there is a positive and significant influence between policy variables on the quality of human resources with a t-stat value of 6.849 and a p-value of 0.00. The results of this research show that there is a positive and significant influence between the policies implemented by institutions on the quality of librarian human resources. Policies that support professional development, welfare, collaboration and career development of librarians consistently make a positive contribution to increasing librarian competence, motivation and productivity.

These results also have implications for library institutions that need to continue to develop and implement effective policies to improve the quality of human resources, especially librarians. Librarian professional development policies that include regular training, providing incentives, and opportunities to attend seminars or workshops have a positive influence on increasing librarian competency. Librarians who receive regular training and development have better abilities in managing collections, providing services to users, and using the latest information technology.

The results of this study are in line with Fernandes (2019) who found that policies that encourage collaboration and participation of librarians in institutional decision making have a positive influence on the quality of librarian human resources. Librarians who are involved in the decision-making process feel more responsible and involved in the institution, which in turn improves their performance and service quality. Research conducted by Hien (2023) also found that policies that support career development and provide opportunities for librarians to continue their education to a higher level have a significant influence on the quality of human resources. Librarians who continue their education tend to have broader insight, better skills, and the ability to adapt to the latest developments in the library and information field.

The Effect of Budget on the Quality of Human Resources

The results of data analysis show that there is a positive and significant influence between budget variables on the quality of human resources with a t-stat value of 7.443 and a p-value of 0.00. Budget, as one of the main supporting factors, plays a crucial role in improving the competence and performance of librarians. Adequate budget allocation allows libraries to implement various training and professional development programs. Through continuous training, librarians can improve their competence in various aspects, such as collection management, information services, and use of information technology.

Apart from that, a sufficient budget also allows libraries to provide adequate facilities, such as comfortable work spaces, access to digital information sources, and advanced technology. These adequate facilities contribute to increasing the productivity of librarians, because they can work more efficiently and effectively. Therefore, it is important for library management to pay attention to adequate budget allocation to improve the quality of librarian human resources which ultimately improves the quality of library services.

Research conducted by Edwy et al. (2022), found that adequate budgets enable libraries to provide training and professional development for librarians. This training, in turn, increases the knowledge, skills and competencies of librarians, which contributes directly to improving

the quality of library services. In line with the results of this research, research by Sharif et al. (2021) also found that sufficient budget allocation allows libraries to update facilities and information technology. This provides a better working environment for librarians, which has a positive effect on their productivity and work efficiency.

The Influence of Human Resource Quality on Librarian Performance

The results of data analysis show that there is a positive and significant influence between human resource quality variables on librarian performance with a t-stat value of 4.554 and a p-value of 0.00. Based on the results of this research, it can be concluded that the quality of human resources has a positive and significant influence on the performance of librarians. Investment in human resource development through continuous education and training is very important to improve librarian performance.

The main components of human resource quality in this research that influence librarian performance include education level, work experience, relevant training, and communication skills. Librarians who have a higher level of education and participate in regular training show a significant increase in performance. These results also emphasize the importance of investing in developing the quality of librarian human resources through further education and professional training to improve librarian performance.

The findings of this research are consistent with the results of previous research such as that conducted by Surya Atmaja et al. (2023), which found that librarians with higher levels of education and training showed better performance in terms of information management and services to library users. Klepić (2022) Research conducted shows that developing professional competence through continuous training has a significant impact on the performance of librarians in university libraries. The research also identified that good quality human resources contribute to library operational efficiency and user satisfaction.

The Influence of Policy on Librarian Performance

The results of data analysis show that there is a positive and significant influence between policy variables on librarian performance with a t-stat value of 2.421 and a p-value of 0.01. The research results found that librarians who work in environments with supportive policies tend to have higher performance compared to librarians who work in environments with less supportive policies. This is in line with Herzberg's motivation theory which states that organizational policy factors can function as significant motivators for employees.

Several policies that have been identified as key factors in improving librarian performance include, Policies that support routine training and skill development of librarians contribute to improving performance. Trained librarians are better able to provide quality and effective services. Policies that ensure the availability of adequate facilities and resources, such as access to information technology and complete library resources, increase the ability of librarians to carry out their duties. Also, policies that pay attention to librarian welfare, including incentives and recognition for good performance, increase librarian motivation and job satisfaction, which in turn improves librarian performance.

These results are in line with various previous studies which also found a similar relationship. Research conducted by Kaffashan Kakhki et al. (2024) found that clear and structured organizational policies can significantly improve librarian performance. In this research, it was

found that policies that support professional development and provide access to adequate resources, positively influence the motivation and productivity of librarians. Other research by Andini and Nelisa, (2023) also emphasized that policies oriented towards human resource development contribute significantly to improving the performance of librarians. They concluded that policies that encourage continuous training and competency improvement can improve the quality of librarian services.

The Effect of Budget on Librarian Performance

The results of data analysis show that there is a positive but not significant influence between budget variables on librarian performance with a t-stat value of 1.321 and a p-value of 0.18. The findings from this research show that although the budget is an important aspect of library management, the budget does not directly and significantly influence the performance of librarians. This insignificant positive effect indicates that a large budget needs to be accompanied by appropriate management strategies, librarian skills development programs, as well as increased motivation and support from the work environment.

The findings of this research identify that although there is sufficient budget allocation for library development, this does not result in a significant increase in librarian performance. This is because often large budgets are not balanced with effective management, and do not directly affect the performance of individual librarians who depend more on their skills, knowledge and motivation. Library management must focus more on efforts to develop librarian competencies and create a conducive work environment rather than just relying on increasing the budget. It is hoped that this strategy will be more effective in improving the performance of librarians and overall improving the quality of library services.

Research conducted by Linn (2007) found that although larger budgets can provide more necessary resources and facilities for librarians, this is not always accompanied by significant performance improvements. This study suggests that other factors, such as librarians' intrinsic motivation, availability of training, and work environment, may play a more dominant role in influencing librarians' performance. Study Edwards (2012) also revealed that although there is a positive relationship between budget and performance, the correlation found is not strong enough to be considered significant. These researchers suggest that budget allocations must be balanced with effective management strategies and human resource development programs to maximize their impact on librarian performance.

The Influence of Policy on Librarian Performance through the Quality of Human Resources

The test results show a positive and significant influence between policy variables and librarian performance through the quality of human resources, indicated by a t-stat value of 3.412 and a p-value of 0.00. It can be concluded that good organizational policies and developing the quality of human resources play an important role in improving the performance of librarians. This research confirms that to achieve optimal librarian performance, supportive policies and investment in improving the quality of human resources are needed.

Organizational policies have an important role in determining the direction and quality of services provided by librarians. Good policies include providing adequate resources, ongoing training, and a supportive work environment. Effective policies can significantly increase librarian motivation and performance. Transparent and fair policies also contribute to increased job satisfaction and organizational commitment among librarians.

Human resource quality is a key factor that mediates the relationship between policy and librarian performance. Improving the quality of human resources through relevant education and training can strengthen the ability of librarians to carry out their duties more efficiently and effectively. The results of this research are strengthened by several previous studies, research by Azwar et al. (2021) found that policies that support human resource development have a direct impact on improving librarian performance. In addition, research by Tuble and Bayoneta, (2020) also shows that there is a positive and significant relationship between organizational policies, human resource quality, and librarian performance.

The Effect of Budget on Librarian Performance through the Quality of Human Resources

The test results show a positive and significant influence between the budget variable and librarian performance through the quality of human resources, indicated by a t-stat value of 4.131, p-value 0.00. These results indicate that good organizational policies play an important role in improving librarian performance, with human resource quality as a mediating variable. Human resource quality refers to the level of competency, skills and knowledge possessed by librarians. The results of this research confirm that to achieve optimal librarian performance, supportive policies and investment in improving the quality of human resources are needed. This finding is consistent with the results of previous research which shows a positive and significant relationship between policy, human resource quality and librarian performance.

Research by Rafi et al. (2020) shows that policies that support human resource development have a direct impact on improving the performance of librarians. In addition, research by Dahana and Ermwati, (2020) also found a positive and significant relationship between organizational policies, human resource quality, and librarian performance. Both studies show that effective policies and investment in human resource development are the keys to improving librarian performance. Library managers and policy makers must focus on developing supportive policies and improving the quality of human resources to achieve optimal librarian performance.

Implications

This research provides various important implications for library managers and policy makers. These implications include concrete steps that can be taken to improve the performance of librarians through appropriate policies, effective budget allocation, and improving the quality of human resources (HR).

Public policy makers can use the findings of this research to formulate policies that support library development, including adequate budget allocation and comprehensive human resource development programs. Policies that support ongoing training and development programs for librarians should be prioritized. This will help improve the skills and competencies of librarians, thereby improving their performance.

Library managers to advocate for more support from the government and other stakeholders in the form of favorable policies and better budget allocation. In addition, encourage librarians to obtain professional certification and reward those who demonstrate optimal performance

Conclusion

This research confirms that policy has a positive and significant influence on the quality of human resources. The budget variable has a positive and significant influence on the quality of human resources but does not have a significant influence on the performance of librarians. Human resource quality is able to mediate a significant relationship between policy and budget variables on librarian performance. The conclusion that can be drawn is that to improve the performance of librarians, library managers and policy makers must focus on developing supportive policies, adequate budget allocation, and improving the quality of human resources. In this way, libraries can function more efficiently and effectively in providing services to the community, which will ultimately improve the quality of service and satisfaction of library users

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