

## ANALYSIS OF EDUCATIONAL FACTORS IN THE DEVELOPMENT OF HUMAN RESOURCE CAPACITY AT THE LIBRARY AND ARCHIVES OFFICE OF CIAMIS REGENCY

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### Abstract

This research is motivated by the suboptimal development of human resource capacity in the Ciamis County Library and Archives Office due to the mismatch in employees' educational backgrounds. The aim of this study is to determine how the development of human resource capacity is conducted in the Ciamis County Library and Archives Office. The method used in this study is qualitative with a descriptive approach. The number of informants is 5 people, and the data collection techniques used in this study include observation, interviews, and documentation. The data processing/analysis techniques in this study are data reduction, data presentation, and drawing conclusions. The results of the study show that the development of human resource capacity in the Ciamis County Library and Archives Office has not been carried out optimally. The challenges faced by the Ciamis Regency Library and Archive Office include the placement of work according to the educational background of employees, where the limited number of employees with educational backgrounds suitable for certain positions is a key issue. This results in some positions being filled by employees with less relevant educational backgrounds to keep the organization running smoothly. Efforts to address this problem include providing training and technical guidance by the agency to ensure employees can perform their tasks well. This placement approach, which considers various factors, demonstrates a commitment to optimizing the development of human resource capacity at the Ciamis Regency Library and Archive Office.

**Keywords:** Capacity Development, Employees, Human Resources.

### A. INTRODUCTION

In today's era of information disruption and digital transformation, demands on human resource (HR) competency across various sectors are increasing. Traditional skills alone are no longer sufficient; a deep understanding of information technology, data management, digital literacy, and the ability to adapt to evolving innovations are required. This phenomenon is also highly relevant for public institutions, which play a vital role in information and knowledge management (Firdaus & Kuswinarno, 2024).

In this context, the Ciamis Regency Library and Archives Service plays a crucial role in preserving information, facilitating access to knowledge, and maintaining the region's collective memory (Kasman et al., 2025). However, the optimization of these functions is highly dependent on the quality of the human resources that drive the organization. Amid the rapid development of information and technology, the Ciamis Regency Library and Archives Service faces specific challenges related to its human resource capacity (Raditya, 2024). The need for personnel who not only master conventional archive and library management but

also adapt to digital systems, are proficient in online information searches, and are able to facilitate the community's literacy needs in the digital era is becoming increasingly urgent (Alvi, 2025).

Therefore, education is the primary foundation for improving human resource capacity at the Ciamis Regency Library and Archives Service. This article will examine in depth how investment in education, both through formal and informal training, equips employees with relevant knowledge and competencies (Mas'ud, 2024). With educated and adaptive human resources, it is hoped that the Ciamis Regency Library and Archives Service will be able to face current and future challenges, while optimizing its role as a progressive information and knowledge center for the community (Fitriyah & Vita, 2025).

Based on the author's observations at the Ciamis Regency Library and Archives Service, several indicators of problems are identified, as follows:

### **Education is not appropriate to the job formation**

Employees' formal education is not aligned with their job descriptions. This results in suboptimal employee performance. For example, employees with a high school diploma or equivalent are placed in librarian positions that should be filled by employees with a bachelor's degree in library science (Rianti, 2022).

### **Low human resource capacity**

In this digital era, at the Ciamis Regency Library and Archives Service, some employees still lack the understanding of how to operate digital-based service tools. For example, archives staff still require assistance from information technology experts in operating electronic archives (Reza, 2023).

Given these challenges, the author is interested in conducting a study entitled "Analysis of the Educational Dimension in Human Resource Capacity Development at the Ciamis Regency Library and Archives Service."

## **B. LITERATURE REVIEW**

### **Education as the Foundation for Human Resource Development**

Education is the primary foundation in the human resource development process because it plays a role in shaping the knowledge, skills, and attitudes individuals need in the workplace, including within government bureaucracies. Through structured education, individuals are able to understand their work duties and functions more deeply and develop the professional capacity needed to address increasingly complex challenges (Rahmat, 2021). In local government environments, such as the Ciamis Regency Library and Archives Service, formal and non-formal education is a crucial factor in motivating officials to carry out public service duties effectively and efficiently. Adequate education also increases the competitiveness of officials and fosters a spirit of innovation in information management, literacy services, and archiving, which are part of the agency's primary responsibilities (Desiyani, 2022).

### **The Relationship Between Education Level and Employee Performance**

Employee education levels significantly impact individual and organizational performance, as the higher a person's education, the greater their ability to understand and complete work systematically, critically, and responsibly (Halim et al., 2023). In the context of the Library and Archives Service, employees with relevant and high-quality educational backgrounds tend to be more adept at adapting to developments in information technology, modern archive management methods, and the provision of digital-based library services (Rodin et al., 2023). Employee performance is also influenced by analytical and communication skills honed through education, which are crucial for building relationships with the public and making administrative decisions. Therefore, improving employee

education levels can be an important strategy for improving overall organizational performance (Amelia & Setyawati, 2023).

### **The Role of Training and Continuing Education in Civil Service Capacity**

Training and continuing education are strategic instruments in developing the capacity of civil servants, as these programs provide employees with the opportunity to improve their technical, managerial, and social competencies in line with evolving job demands (Billah, 2024). At the Ciamis Regency Library and Archives Service, relevant training, such as digital archive management, public information services, and strengthening public literacy, is essential for employees to adapt to changing regulations, technology, and community needs (Khasanah, 2024). Continuing education also creates a culture of learning within the organization, encouraging employees to be adaptive, creative, and professional in carrying out their duties. Thus, planned and consistent training can strengthen institutional capacity and create higher-quality services to the public (Gumilar, 2023).

### **Educational Challenges in Improving Human Resource Capacity in Local Government Environments**

Although education plays a crucial role in human resource development, its implementation within local government is not without challenges, such as budget constraints, lack of access to quality education, and low motivation to learn among employees (Dahyanti et al., 2025). In the context of the Ciamis Regency Library and Archives Service, these challenges can hinder efforts to optimally improve human resource capacity, especially if not accompanied by internal policies that support systematic employee quality improvement (Nailufar & IP, 2023). The lack of ongoing development programs, minimal synergy with educational and training institutions, and the unequal distribution of opportunities for formal education advancement among employees are obstacles that must be addressed immediately. Therefore, a commitment and strategy for human resource development are needed that are integrated with educational and training policies oriented towards improving the quality of public services (Susanti et al., 2025).

## **C. RESEARCH METHODOLOGY**

This research method uses descriptive methods. Descriptive research methods aim to analyze current problems and attempt to resolve them using systematic methods. Surakhmad (2007) argues that: "Descriptive methods are investigations aimed at solving current problems. Furthermore, the implementation of descriptive methods involves not only compiling data but also analyzing and interpreting its meaning."

The type of data used in this study is qualitative. Qualitative data is research that produces and processes descriptive data, such as interview transcripts, field notes, images, photographs, video recordings, and so on.

The data sources in this study are the subjects from whom the data was obtained and everything related to the research, namely human resource capacity development at the Ciamis Regency Library and Archives Service. Based on the focus, objectives, and purpose of the research, two data sources are used in this study:

- a. Primary data, namely empirical data obtained in the field from informants.
- b. Secondary data, in the form of documents sourced from books, research results, journals, magazines, print media, and other documents related to this research, obtained through archival searches in various libraries.

In accordance with qualitative research and the type of data sources used, the data collection techniques used in this research are as follows:

### **Literature Study**

Literature review involves visiting the library and searching for books relevant to the problem at hand. The information obtained is used to solve problems related to the promotion

process. Data obtained through literature review is information sourced by competent experts in their respective fields, making it relevant to the discussion being researched.

### **Live Research**

Researchers conducted a direct review to obtain the data needed to complete their final assignment. This research examined the activities of all research objects, including:

### **Observation**

According to Nawawi and Martini (2012), "Observation is the systematic observation and recording of elements that appear in a symptom or symptoms in a research object." Observation is an observation and recording activity carried out by researchers to perfect research in order to achieve maximum results. The existence of observations allows researchers to find out about human resource capacity development activities at the Ciamis Regency Library and Archives Service.

### **Interview**

According to Sugiyono (2014), interviews are defined as a data collection technique used when researchers conduct preliminary studies to identify research problems and also seek more in-depth information from respondents, with a small sample size.

The interviews used in this study used structured questions because the researchers used a systematic and comprehensive interview guide to collect the data they were seeking.

### **Documentation**

According to Hamidi (2010), the documentation method is information derived from important records from both institutions or organizations and individuals. This research documentation involves taking photographs by researchers to strengthen the research findings. According to Sugiyono (2014), documentation can take the form of writings, drawings, or monumental works by individuals. In this study, the documentation included research documentation, innovations, drawings, and important documents from the Ciamis Regency Library and Archives Service.

According to Herdiawanto and Hamdayama (2021), the qualitative data processing process generally involves three stages:

### **Data Reduction**

Data reduction is the process of transforming recorded data into specific patterns, focuses, categories, or issues. Data collected and recorded in field notes are then summarized and selected. Essentially, data reduction can be defined as the process of selecting data, focusing on simplifying it, abstracting it, and transforming the raw data that emerges from written field notes.

### **Data presentation**

Data presentation is defined as a collection of information that is structured so as to provide the possibility of drawing conclusions and taking action.

### **Drawing conclusions/verification**

Qualitative data processing involves drawing conclusions not hastily, but gradually, while still observing the development of data acquisition. In other words, drawing conclusions is an activity in forming a complete configuration.

In accordance with the Human Resource Capacity Development theory proposed by Sutrisno (2023), the operationalization of the concepts used in this study includes:

1. Education
  - a. Job placements are provided in accordance with employees' educational backgrounds.
  - b. Employees are given the opportunity to advance their formal education to a higher level.
  - c. Collaboration with other agencies is provided to enhance employee knowledge.
  - d. Employees are involved in informal education as a means of character development.

2. Training
  - a. Employees participate in internal technical guidance to improve their expertise and skills.
  - b. Employees participate in external technical guidance to improve their competencies.
  - c. Employees participate in pre-service and in-service training.
  - d. Sharing sessions are held between employees to enhance networking.

## **D. RESULT AND DISCUSSION**

Education is an effort to shape, prepare, foster, and develop the capabilities of human resources, which are crucial for the success of future development.

To determine the role of education in human resource capacity development at the Ciamis Regency Library and Archives Service, interviews were conducted using the following indicators:

### **There is work placement in accordance with the employee's educational background**

Job placement aligned with educational background is crucial for achieving organizational goals. Therefore, a match between an employee's educational background and their job placement is essential to ensure their abilities and skills align with the required job performance.

Based on interviews with informants, it is clear that the placement of Civil Service (ASN) employees at the Ciamis Regency Library and Archives Service has generally been implemented by considering relevant and important aspects, particularly educational background, expertise, work experience, and individual interests and talents. Employee placement is designed to ensure each employee can carry out their duties and responsibilities professionally and optimally, in accordance with their competencies.

Job placement aligned with educational background is crucial for achieving organizational goals. Therefore, aligning employee educational backgrounds with job placements is essential to ensure that employee abilities and skills align with the required job performance.

While overall placement has been quite successful, there are still some cases where employee educational backgrounds do not fully align with the positions they occupy. However, this situation is addressed through the provision of training and technical guidance by the agency to ensure employees remain capable of performing their duties effectively. This placement approach, which considers various factors, demonstrates a commitment to optimizing human resource capacity development within the Ciamis Regency Library and Archives Service.

Based on field observations, it was found that a number of positions within the Ciamis Regency Library and Archives Service are filled by employees with educational backgrounds that are less relevant or not fully aligned with their duties and responsibilities. This mismatch between formal educational qualifications and the field of work undertaken has the potential to create various problems, particularly those related to the effectiveness of task implementation, the accuracy of decision-making, and the quality of services provided to the public.

Based on the results of the research that has been conducted, it can be seen that the Library and Archives Service of Ciamis Regency needs to pay more serious attention to the aspect of suitability between employee job placement and their educational background. This suitability is a fundamental factor that greatly influences the optimization of the implementation of duties and responsibilities, especially in the context of providing effective, efficient, and public satisfaction-oriented public services. The mismatch between educational qualifications and the position held has the potential to cause various technical and substantive obstacles, such as low levels of mastery of certain work fields, limited ability to



solve specific problems, and difficulties in keeping up with scientific and technological developments related to the main duties and functions of the position.

From the perspective of civil service human resource management, matching educational background to job type is one of the fundamental principles of competency-based HR management. When this principle is not met, HR capacity development efforts will face greater challenges, as they must begin with the fulfillment of basic competencies that should be possessed from the outset. Therefore, it is crucial for the Ciamis Regency Library and Archives Service to conduct a comprehensive evaluation of the existing employee placement system and develop policies based on the principle of "the right man in the right place." This ensures that each employee is placed in a position that aligns with their educational qualifications and competencies.

Furthermore, to address the impact of inappropriate placements, the agency also needs to strengthen its human resource capacity development program through targeted training, continuing education, workshops, and other competency-building activities that align with job requirements. This effort aims to ensure that employees already in positions outside their field of expertise can continue to improve their performance and provide quality service.

By considering job placement suitability and integrating it into the human resource capacity development strategy, the Ciamis Regency Library and Archives Service will be able to develop a professional, competent apparatus capable of responding to the increasingly complex demands of public services. This step is also in line with the direction of bureaucratic reform and the strengthening of good governance, which places human resources as a key element in creating superior and highly competitive public services.

The obstacle faced in job placement based on employee educational background is the limited number of employees with educational backgrounds that align with the needs of specific positions. This results in some positions being filled by employees with less relevant educational backgrounds, in order to maintain the organization's operations.

Efforts to address this issue include providing training and technical guidance by the agency to ensure employees remain capable of performing their duties effectively. This placement approach, which considers various factors, demonstrates a commitment to optimizing human resource capacity development at the Ciamis Regency Library and Archives Service.

In the explanation regarding the suitability of job placements with employee educational backgrounds in the research observations, it can be concluded that both issues are not in line with the theory according to Sutrisno (2023), which states that human resource planning is as follows: Human resource planning (HRP) is a primary function that must be implemented within an organization to ensure the availability of the right workforce to occupy various positions, titles, and jobs at the right time. All of this is in order to achieve established goals and objectives.

This theory explains the importance of Human Resource Planning (HRP) as a key function in organizational management that cannot be ignored. HRP plays a strategic role in ensuring that the organization has a competent, adequate, and relevant workforce to meet evolving needs. This planning includes analyzing workforce needs both quantitatively and qualitatively, identifying workforce shortages or surpluses, and determining appropriate steps for procurement, development, and placement of human resources.

Placing a workforce that aligns with competencies, educational background, and expertise is crucial to ensuring each individual can optimally perform their duties and functions. Accurate HR planning enables organizations to place "the right person in the right job at the right time," which ultimately has a direct impact on the achievement of organizational goals, operational efficiency, and the quality of services provided.

In the context of government agencies such as the Library and Archives Service, HRD is a crucial foundation for supporting professional bureaucratic performance. Without sound HR planning, agencies risk mismatched job placements, low productivity, and a decline in the quality of public services. Therefore, HR planning is not merely administrative but also a strategic instrument for ensuring the long-term sustainability, effectiveness, and competitiveness of an organization.

### **Employees Are Given The Opportunity To Improve Their Formal Education To A Higher Level**

Improving employee competency through formal education can meet an organization's need for more competent and qualified human resources. Furthermore, continuing formal education allows employees to acquire deeper knowledge, skills, and expertise in fields relevant to their work.

Interviews with informants revealed that the Ciamis Regency Library and Archives Office supports human resource capacity development by providing opportunities for employees to pursue higher education. This support is realized in the form of study permits, flexible schedules, and study assignment programs. Although financial facilities such as scholarships are not yet provided directly by the office, employees are still provided with administrative support and the freedom to pursue formal education. This reflects the office's commitment to encouraging employee competency development, both independently and through collaboration with other agencies such as the Human Resources Development Agency (BKPSDM) and Bappenas.

Based on observations, it was discovered that several employees within the Ciamis Regency Library and Archives Service are currently pursuing higher education, at the diploma, undergraduate, and postgraduate levels. This continuing education effort demonstrates individual employee awareness of the importance of self-improvement and the development of academic competencies relevant to their field of work. To support this educational process, the agency provides flexible policies, providing employees with the opportunity to participate in direct learning activities, particularly on Fridays, such as attending face-to-face lectures, field internships, academic seminars, and other academic activities.

Based on the research conducted, it was discovered that employees within the Ciamis Regency Library and Archives Service have the opportunity to upgrade their formal educational qualifications to a higher level. This demonstrates institutional support for the continuous development of human resource (HR) capacity, which aligns with the need to create a competent, professional, and adaptable apparatus to the dynamics of public service. A number of employees are currently pursuing further education, at both the undergraduate and postgraduate levels, with study backgrounds relevant to their duties and functions within the organization.

To facilitate this educational process, the Department has implemented a policy of allocating a dedicated time, one workday per week, for employees to participate in in-person learning activities, such as face-to-face lectures, academic internships, seminars, or other study-supporting activities. This policy not only reflects managerial flexibility but also demonstrates the organization's commitment to supporting individual capacity building through formal education.

This aligns with Sutrisno's (2023) theory that education serves as a foundation for shaping, preparing, fostering, and developing human resource capabilities, which are crucial for future development success.

This theory explains that education plays a very strategic role in the development process, particularly in the context of human resource (HR) development. Education is understood not only as a process of transferring knowledge, but also as a fundamental

foundation for character formation, building competencies, and preparing individuals to face various future challenges. Through education, individuals are equipped with the knowledge, skills, attitudes, and values needed to contribute actively and productively to life in society, the nation, and the state.

In the context of organizations, particularly government institutions such as the Library and Archives Service, education is a key element in fostering and developing the capacity of staff, both in technical and managerial aspects, as well as in public service ethics. Educated and qualified human resources will be able to carry out their duties and functions professionally, innovatively, and adaptably to changing times and societal needs. Therefore, investing in education, including providing employees with opportunities to continue their formal education, is a strategic step in strengthening the foundation of long-term development.

Thus, education plays a role not only in improving individual quality but also determines the success of organizations and national development as a whole. Only with superior human resources can sustainable and equitable development be truly realized.

### **Collaboration with other agencies to improve employee knowledge**

This collaboration can involve workshops or seminars led by experts in the field to provide new knowledge and skills.

Interviews revealed that the Ciamis Regency Library and Archives Service collaborates with various agencies, both national and regional, as a strategic effort to improve institutional capacity and human resource competency. This collaboration includes seminars, training, technical guidance, and other training programs. This collaboration has proven effective in improving employee knowledge, skills, and performance, while strengthening their readiness to face the challenges of ever-evolving technology and public services.

Observations revealed that the Ciamis Regency Library and Archives Service has collaborated with various other agencies, both national and regional. Some of these collaborations involve strategic institutions such as the National Library of the Republic of Indonesia (Perpusnas), the National Archives of the Republic of Indonesia (ANRI), and several Regional Work Units (SKPD) within the Ciamis Regency Government. This collaboration covers various aspects, such as improving the quality of library and archival services, developing collections and information systems, implementing training and technical assistance, as well as organizing literacy activities and archive management in accordance with national standards.

The involvement of the Ciamis Regency Library and Archives Service in this inter-agency collaboration is a strategic step to strengthen institutional capacity and human resources, while simultaneously expanding the partnership network that can provide added value to the development of public services. Through this collaboration, the service not only gains access to resources, knowledge, and technology from agencies with authority and competence in their respective fields, but also provides opportunities to share best practices and improve the effectiveness of its programs on an ongoing basis.

Based on the results of the research conducted, it is clear that the collaboration between the Ciamis Regency Library and Archives Service and various other agencies has a significant impact on improving the knowledge and insight of employees. This collaboration is not only administrative in nature, but also serves as a strategic tool for knowledge transfer, information exchange, and strengthening the technical and managerial capacity of employees. Through joint activities such as training, seminars, technical guidance, and program mentoring from partner institutions such as the National Library of the Republic of Indonesia (Perpusnas), the National Archives of the Republic of Indonesia (ANRI), and a number of SKPDs within the Ciamis Regency Government, employees have the opportunity to develop their competencies in accordance with the latest policy and technology developments.



The increased knowledge gained from this collaboration directly impacts the quality of employee performance. Employees become more prepared, confident, and skilled in carrying out their duties and responsibilities, both in terms of public service and in internal institutional management. This aligns with the principles of human resource development, which prioritize continuous learning and cross-sector collaboration as key pillars in building a professional and change-adaptive apparatus.

Thus, inter-agency collaboration not only provides benefits in technical operational aspects but also contributes significantly to achieving optimal overall performance. Therefore, strengthening and expanding partnership networks need to be continuously pursued as part of the strategy to develop human resource capacity and improve the effectiveness of public services within the Ciamis Regency Library and Archives Service.

### **Employees are involved in informal education as a means of character building.**

Informal character-building education can take the form of social interactions or learning from the experiences of colleagues. Through this informal education, employees can enhance their skills, knowledge, and positive attitudes, supporting the development of strong professional character.

Interviews revealed that the Ciamis Regency Library and Archives Office actively encourages and supports employees to participate in informal education programs such as training, seminars, and mentoring as a means of character building and competency development. Employee participation in these activities was highly positive and enthusiastic, reflecting their awareness and commitment to self-improvement. The office also demonstrated full support by not hindering employee participation and even providing space for these activities. Observations revealed that employee formal education influences their moral character and attitudes in providing technical services to the public.

Based on the research results, it is clear that the Ciamis Regency Library and Archives Service has instructed its employees to participate in informal education, such as crash courses, as a means of character building. Instructed employees immediately participate in informal education as directed. The impact of this informal education can be seen in the more optimal quality of service at the Ciamis Regency Library and Archives Service, with employees already understanding the Standard Operating Procedures (SOPs).

This aligns with the theory of Sutrisno (2023:10), who argues that development is the process of improving employees' technical, theoretical, conceptual, and moral skills through education and training.

In the educational dimension, there are indicators that have been implemented optimally and not yet. The indicator that has been implemented optimally is the indicator that employees are given the opportunity to advance their formal education to a higher level, which has been implemented well and optimally. This is evident in the encouragement and opportunities provided in the form of study permits, flexible schedules, and study assignment programs. Although financial facilities such as scholarships are not yet provided directly by the service, employees are still provided with administrative support and the freedom to pursue formal education. This reflects the commitment of the Ciamis Regency Library and Archives Service in striving to develop human resource capacity.

Furthermore, the indicator for collaboration with other agencies to improve employee knowledge has been implemented optimally. This is evident in the forms of collaboration undertaken, including seminars, training, technical guidance, and other training programs. This collaboration has proven effective in improving employee knowledge, skills, and performance, while strengthening their readiness to face the challenges of ever-evolving technology and public services.

Furthermore, the indicator for employee participation in informal education as a means of character development has been implemented with optimal results. It is known that

informal education has a positive impact on employee performance and influences employee moral character and attitudes in providing technical services to the public.

Another indicator that has not been optimally implemented is the indicator of job placement in accordance with employee educational backgrounds, which has not been fully implemented. It is known that some positions are filled by employees with inappropriate educational backgrounds. This can impact service quality due to a lack of employee expertise and skills.

This aligns with the theory put forward by Tjiptono (in Simbolon, 2023), which states: "Service quality is a dynamic condition related to products, services, people, processes, and the environment that meet or exceed expectations."

The obstacle faced in job placement according to employee educational backgrounds is the limited number of employees with educational backgrounds that align with the needs of specific positions. This results in some positions being filled by employees with less relevant educational backgrounds to keep the organization running.

Efforts to address these issues include providing training and technical guidance by the agency to ensure employees remain capable of performing their duties effectively. This aligns with As'ad's theory (as cited in Sutrisno, 2023), which states that "training involves planned efforts to achieve mastery of relevant skills, knowledge, and attitudes for the job." This placement approach, which considers various factors, demonstrates a commitment to optimizing human resource capacity development at the Ciamis Regency Library and Archives Service.

This is inconsistent with Sutrisno's (2023) theory that, if an organization wants to grow and develop, it needs to invest in human resources. The most effective means of meeting mental and spiritual needs, from a human resource development perspective, is educational activities.

Overall, it can be seen that the educational dimension has not been optimally implemented. A mismatch between an employee's educational background and job placement has the potential to hinder the human resource development process. If the educational background does not align with the demands of the job, mastery of the necessary basic knowledge will be limited, resulting in low performance quality and the achievement of organizational goals. In accordance with the theory put forward by Zaenab (in Saragih, 2023), "Educational background is an important aspect for personnel in accepting prospective employees. Educational background is closely related to the prospective employees the company needs."

## **E. CONCLUSION**

Based on the research results and discussion, the author concludes that the educational factor in developing human resource capacity at the Ciamis Regency Library and Archives Service is still suboptimal. This is evident from the presence of one indicator.

In the education dimension, there are four indicators: job placements commensurate with employees' educational backgrounds, employees are given opportunities to advance their formal education to a higher level, collaboration with other agencies to enhance employee knowledge, and employee participation in informal education as a means of character development. Of these four indicators, one indicator, namely job placements commensurate with employees' educational backgrounds, has not been implemented optimally.

The Ciamis Regency Library and Archives Service faces challenges in job placements that align with employees' educational backgrounds. The limited number of employees with educational backgrounds that align with the needs of specific positions forces some positions to be filled by employees with less relevant educational backgrounds, ensuring the organization's continued operations.

The agency's efforts to address this issue include providing training and technical guidance to ensure employees remain competent in carrying out their duties. This multi-factorial placement approach demonstrates a commitment to optimizing human resource capacity development within the Ciamis Regency Library and Archives Service.

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