The Effect of Training and Employee Engagement on Librarian Performance at The University of North Sumatra Library

Grace Angelika Simamora[1], Khairunnisak[2], Hery Syahrial[3], Tohap Parulian Sihombing[4]

[1234]Management Study Program, Faculty of Economics and Business, Medan Area University, Indonesia

e-mail: [1]graceasimamora74@gmail.com, [2]Khairunnisak748@gmail.com, [3]ry.syahrial@gmail.com, [4]tohap@staff.uma.ac.id

ABSTRACT

The purpose of this study is to examine the effect of Training and Employee Engagement on the Performance of Librarians at the University of North Sumatra Library. This study uses a quantitative approach with an associative research method. The sampling technique used is non-probability sampling with a saturated sample method. Primary data were obtained through an online questionnaire using Google Forms and analyzed using multiple linear regression with the help of SPSS Statistics 25. The results showed that Training (X1) had a positive and significant effect on Librarian Performance (Y), because good training can improve skills and performance. Employee Engagement (X2) also has a positive and significant effect on Librarian Performance (Y), because emotional involvement and commitment to work encourage librarians to work more optimally. Simultaneously, Training and Employee Engagement have a positive and significant effect on Librarian Performance at the University of North Sumatra Library.

Keywords: *Training, Employee Engagement, Librarian Performance*

I.   INTRODUCTION

As time progresses, the level of competition between companies and organizations continues to increase. In this context, human resources have become a very important strategic asset for organizations. Qualified human resources will make a significant contribution to strengthening competitiveness, which ultimately has a direct impact on improving organizational performance. Organizations with high employee performance tend to achieve their goals better and can compete in an increasingly complex market (Abbas D. S., et al., 2020).

One of the strengths needed to beat competition between organizations is the need for qualified and talented human resources. The success of an organization really depends on the performance standards of its human resources. According to Daft (2020), employee performance means the ability of employees to achieve both personal and organizational goals by using resources effectively and efficiently. Optimal employee performance is what organizations desire in order to achieve high work productivity.

Every organization, regardless of its form, whether it is a business organization, a government organization, or a social organization, always wants to achieve certain goals. One type of government organization is a library (National Library of Indonesia, 2015). Libraries are service-providing institutions. As institutions that provide services in the field of librarianship, librarians must be able to provide excellent service. Therefore, librarians must continuously improve their performance and provide the best service to library users, because the level of librarian performance is directly proportional to the fulfillment of library users' needs.

To achieve a good library, qualified human resources are certainly needed. These qualified human resources are none other than librarians. Through good performance and maximum work results, librarians can prevent a decline in the quality of library services and even have a positive impact on user satisfaction and experience. The performance of librarians in university libraries is one of the key factors in supporting the quality of information and education services in academic environments. Librarians not only play a role in collection management, but also in providing services that support the teaching and learning process as well as research (Wicaksono & Ariyanti, 2020).

The performance of librarians in managing library resources is key to improving service quality and achieving optimal library objectives. Although the performance of the University of North Sumatra Library is already relatively good, observations in the field indicate that the performance of librarians at the University of North Sumatra Library is still not optimal. This can be seen from the results of a pre-survey conducted on 30 library users, which showed that librarians are still not

active enough in updating the library collection and that the intensity of socialization related to the library and innovation in the library needs to be further increased.

In addition, the performance of librarians is certainly measured by the fulfillment of book collection development. The library users/students interviewed by the researchers responded that they were satisfied with the book collection in the library, although sometimes there were still books that were not available. The researcher found that at the USU Library, the realization of book collection development was 25% for domestic books and 15% for foreign books. In line with the interviews conducted by the author with librarians in charge of the collection, the author found that the realization of collection development was not optimal because some books were old editions and difficult for librarians to find.

This is also supported by research conducted by Priatmana & Ritonga (2023), Librarians acknowledge that the collection of the USU Faculty of Social and Political Sciences Library does not fully meet the information needs of students. There are not enough library books because the number is insufficient, and it is also difficult to find library books. Thus, the performance of librarians at the University of North Sumatra Library still needs to be improved, as there are still several issues affecting the performance of librarians at the University of North Sumatra Library.

To improve employees' work skills so that effectiveness and productivity can be achieved effectively within an organization, training is a procedure that includes efforts made in the form of support provided to employees by professionals or instructors (Audah, 2020). Various studies show that effective training can increase individual productivity and performance. According to Rampisela & Lumintang (2020), training is a process of pursuing the skills needed by employees to carry out their work, whereby employee training provides practical knowledge and its application in the company's work environment to increase work productivity in achieving the desired goals of the company organization. Based on interviews conducted by researchers with librarians, researchers found that the University of North Sumatra Library has conducted various training activities for librarians to improve their skills so that they can provide maximum service to library users.

Another important factor that can maximize individual performance in an organization is a sense of pride and recognition for employees. Employee engagement is another factor that influences performance. According to Shuck and Wollard (2019), employees who are emotionally involved in their work tend to perform better. This involvement can be influenced by various factors, including management support, work environment, and opportunities to contribute to decision-making. Having employees who are actively involved in the company indicates that the company has a positive work system.

Research by Saks (2020) shows that employee engagement can be influenced by various factors, including management support and a positive work environment. Based on research conducted by Harmoko (2018), employee engagement has a positive and significant effect on librarian performance. Furthermore, subsequent research conducted by Harefa, HS (2020) shows that employee engagement has a positive and significant effect on librarian performance at the North Sumatra University Library.

At the University of North Sumatra Library, despite various training programs and efforts to improve librarian employee engagement, there are still challenges in achieving optimal librarian performance. Therefore, this study aims to analyze the effect of training and employee engagement on librarian performance at the University of North Sumatra Library. This background led researchers to conduct a study entitled **"The Effect of Training and Employee Engagement on the Performance of Librarians at the University of North Sumatra Library."**

II.   LITERATURE REVIEW

Definition of Librarian Performance

The literature Performance is the result of activities carried out by individuals or groups within an organization over a certain period. According to Armstrong (2020), performance can be defined as "a set of expected results from employees in carrying out their duties and responsibilities." Performance includes not only the final results, but also the processes involved in achieving those results. In an organizational context, performance is often measured based on the achievement of objectives,

efficiency, and effectiveness. According to Kasmir (2019), performance is the work results achieved by an individual based on established standards. Afandi (2021) adds that performance includes an individual's ability to complete work in accordance with their responsibilities.

In the context of librarians, performance refers to the results achieved by librarians in carrying out their duties and responsibilities in the library. According to Kaur, R., & Kaur (2022), librarian performance can be defined as "the ability of librarians to provide quality information services, manage collections, and support learning and research processes." This performance covers various aspects, including efficiency in resource management, quality of service to users, and contribution to library development.

Definition of Training

Training is a process of imparting knowledge and teaching the necessary skills and attitudes so that employees can carry out their responsibilities in accordance with existing standards. Training emphasizes specific needs in the workplace, where it aims to improve performance, prepare individuals for possible changes, or request them to carry out tasks that they have never done before (Reza et al., 2018).

Referring to Resnadita's (2020) explanation that training is a change for the better in behavior through experience, for people who do not yet have knowledge or experience. Meanwhile, according to Nassazi in (Neza & Rivai, 2020), training has been proven to improve the performance of companies and employees by positively influencing performance through the development of employee behavior, competence, abilities, skills, and knowledge.

Definition of Employee Engagement

Employee engagement can be defined as a sense of belonging that employees have towards their workplace. A sense of belonging to what one is currently doing, including at work, can be demonstrated by several attitudes such as enthusiasm, high initiative, hard work, and persistence in doing a job where employees are not only oriented towards salary but also help the company achieve its goals or mission (Hali,

2019). Schaufeli and Bakker (Cendani & Tjahjaningsih, 2016) describe that if employees have a high level of engagement or emotional attachment to the company, they will have higher enthusiasm in completing their tasks and tend to have good work quality.

Based on the opinions of the experts above, it can be said that employee engagement is a bond that an employee has with the company, which is reflected through a full awareness of wanting to be involved in matters related to the company and striving to contribute to achieving the company's goals or mission.

III.   METHODS

This study uses a quantitative approach, which will determine the extent of the influence of independent variables on dependent variables. Quantitative research is research that involves the process of collecting and analyzing numerical data objectively to describe, predict, or control variables of interest. This research is expressed in numbers and graphs and is used to test or confirm theories and assumptions (Sugiyono, 2019). This study is associative in nature, aiming to understand the relationship between two or more variables and to evaluate the role, influence, and causal relationship between independent and dependent variables (Sugiyono, 2015). This study was conducted to determine partially and simultaneously the extent to which training and employee engagement affect the performance of librarians at the University of North Sumatra Library. Using non-probability sampling techniques, the type of non-probability sampling applied was the saturated sample technique, with a total of 71 people selected as samples in this study. The data analysis technique used multiple linear regression. Primary data was obtained directly from the research subjects through face-to-face interviews or questionnaires completed by the research subjects, namely librarians at the University of North Sumatra Library. Meanwhile, secondary data was obtained to supplement the primary data for this study, which included sources from books for theories and previous studies in the form of theses and national and international scientific journals to support the research. Data collection techniques carried out by observation and questionnaire.
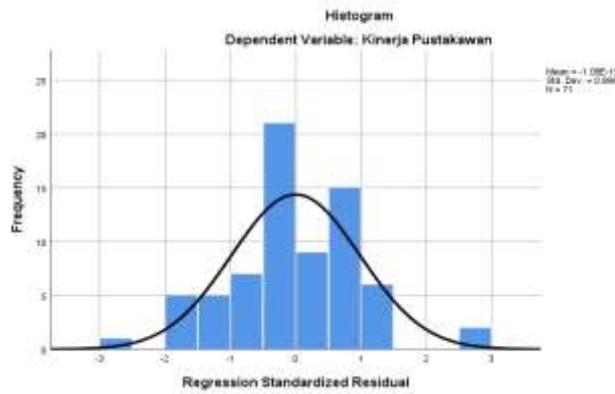
IV.   RESULTS
### Classical Assumptions
1.Normality Test

a. Histogram Approach

Histogram
Dependent Variable: Kinerja Pustakawan

The figure 1 above shows that the data is normally distributed because the curve has a balanced slope and the shape of the curve resembles a bell. Therefore, it can be concluded that the research data is normally distributed.

b. Normal P-P Plot Graph Approach

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Kinerja Pustakawan
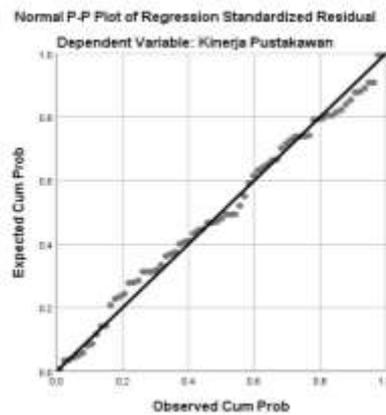
The figure 2 shows that the probability plot graph has a normal distribution pattern because the data is scattered around the diagonal line and follows that line. Therefore, this indicates that the researcher's residuals are normal. It can therefore be concluded that this study meets the assumption of normality.

c. Kolmogorov-Smirnov Approach

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		71
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.09004743
Most Extreme Differences	Absolute	.064

	Unstandardized Residual
Positive	.060
Negative	-.064
Test Statistic	.064
Asymp. Sig. (2-tailed)	.200c,d
a. Test distribution is Normal.	
b. Calculated from data.	
c. Lilliefors Significance Correction.	
d. This is a lower bound of the true significance.	

The table above shows that the Asymp.Sig. (2-tailed) value is 0.200, which is greater than the significance level of 0.05 (0.200 > 0.05). Thus, it can be concluded that the data is normally distributed and the assumption of normality is satisfied.

2. Multicollinearity Test

<table>
<thead>
<tr><th colspan="8" align="center">Coefficients^a</th></tr>
<tr><th rowspan="2">Model</th><th colspan="2">Unstandardized Coefficients</th><th>Standardized Coefficients</th><th rowspan="2">t</th><th rowspan="2">Sig.</th><th colspan="2">Collinearity Statistics</th></tr>
<tr><th>B</th><th>Std. Error</th><th>Beta</th><th>Tolerance</th><th>VIF</th></tr>
</thead>
<tbody>
<tr><td>1 (Constant)</td><td>2.462</td><td>3.788</td><td></td><td>.650</td><td>.518</td><td></td><td></td></tr>
<tr><td>Pelatihan</td><td>.304</td><td>.097</td><td>.303</td><td>3.148</td><td>.002</td><td>.566</td><td>1.767</td></tr>
<tr><td>Employee Engagement</td><td>.553</td><td>.093</td><td>.570</td><td>5.919</td><td>.000</td><td>.566</td><td>1.767</td></tr>
</tbody>
</table>

a. Dependent Variable: Kinerja Pustakawan

The table above shows that the tolerance value for Training (X1) and Employee Engagement (X2) is 0.566 with a VIF value of 1.767. Thus, it can be seen that the tolerance value of each independent variable is > 0.10 with a VIF value < 10, so it can be concluded that there is no multicollinearity between the independent variables.

3. Heteroscedasticity Test

Scatterplot
Dependent Variable: Kinerja Pustakawan
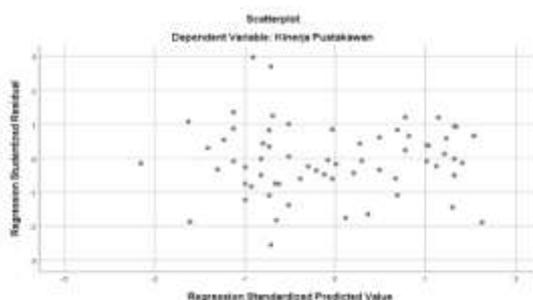
The figure 3 above shows that the scatterplot graph displays points scattered randomly without forming a clear pattern, spread both above and below the number 0 on the Y-axis. This means that there is no heteroscedasticity in the regression model, making it suitable for predicting Librarian Performance based on the variables of Training and Employee Engagement.

Hypothesis Test Results

Test t (Partial Test)

The t-test was conducted to partially test whether training and employee engagement each had an effect on librarian performance. If sig was less than 5%, then the independent variable had a significant effect. If it is greater, then the independent variable does not have a significant effect on the dependent variable. It can also be seen from the results of multiple linear regression analysis that if the calculation result is positive (+), then the direction is positive, and if the sign is negative (-), then the direction is negative.

The results of the t-test in this study can be seen in the following table:

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	2.462	3.788		.650	.518
Pelatihan	.304	.097	.303	3.148	.002
Employee Engagement	.553	.093	.570	5.919	.000

Based on the table, the partial test (t-test) is as follows:

1. Training (X1)

    Based on the test results, a significant value of 0.002 < 0.05 was obtained, meaning that it can be concluded that the Training variable has a positive and significant effect on the performance of librarians at the University of North Sumatra Library.

2. Employee Engagement (X2)

    Based on the test results, a significant value of 0.000 < 0.05 was obtained, meaning that it can be concluded that the Employee Engagement variable has

a positive and significant effect on Librarian Performance at the University of North Sumatra Library.

F Test (simultaneous)

The F-test was conducted to simultaneously test whether training and employee engagement together had an effect on librarian performance. The results of the F-test in this study can be seen in the following table:

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	552.106	2	276.053	61.389	.000^b
	Residual	305.781	68	4.497		
	Total	857.887	70			

a. Dependent Variable: Kinerja Pustakawan

b. Predictors: (Constant), Employee Engagement, Pelatihan

Based on the table, a significant F level of $0.000 < 0.05$ was obtained, indicating that the variables of Training and Employee Engagement simultaneously had a significant effect on the performance of librarians at the North Sumatra University Library.

Test Coefficient of Determination (R2)

The coefficient of determination test is used to determine the ability of independent variables used in regression equations to explain dependent variations. The results of the coefficient of determination test can be seen in the following table:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802^a	.644	.633	2.121

a. Predictors: (Constant), Employee Engagement, Pelatihan

b. Dependent Variable: Kinerja Pustakawan

Based on the calculation of the coefficient of determination (R2) test above, it can be seen that the Adjusted R Square value obtained is 0.633 (63.3%). This shows that the value of the dependent variable Y (Librarian Performance) which can be explained by the independent variable X1 (Training) and variable X2 (Employee

Engagement) is 63.3%. The remaining 36.7% is explained by other variables not examined in this study.

1. The Effect of Training on Librarian Performance

Based on the results of the hypothesis testing that has been carried out, it shows that the Training variable has a positive and significant effect on Librarian Performance, as can be seen through hypothesis testing with a significance value of 0.002 < 0.05. The coefficient value of the Training variable in multiple linear regression is 0.304, which is positive in the multiple linear regression analysis conducted, indicating that there is a positive influence between training and librarian performance, where if there is an increase in the training program provided to librarians, the resulting performance will increase by 0.304. and conversely, if the training provided to librarians decreases or is even eliminated, the performance of librarians will decline. Therefore, it can be concluded that H0 is rejected and H1 is accepted.

The results of the test can also be seen from the respondents' answers to the statements in the Training variable, which tended to receive more agreement from respondents. The dominant indicator in the Training statement is the fourth indicator, namely "Training Methods" in the eighth statement, "The media and technology used in training help in understanding the material better," showing that the average response from respondents was 4.56. This indicates that the Training Methods used in the training attended by librarians at the North Sumatra University Library were very good.

The findings of this study are in line with the research by Purnomo et al (2022), which shows that performance and training have a positive and significant influence, as well as the research by Sari & Nugroho (2021), which states that training has an important contribution in shaping competent and professional librarians. Similar results were also obtained in a study by Yatimin, S (2021), which found that there was a positive and significant effect of variable X1 (Training) on variable Y (Employee Performance).

Thus, the results of this study confirm that training is not just a formality, but one of the main strategies in continuously improving the quality of librarian performance.

2. The Effect of Employee Engagement on Librarian Performance

Based on the results of hypothesis testing that has been carried out, it shows that the Employee Engagement variable has a positive and significant effect on Librarian Performance, as can be seen through hypothesis testing with a significance value of 0.000 < 0.05. The coefficient value of the Employee Engagement variable in multiple linear regression is 0.553, which is positive in the multiple regression analysis that has been carried out, indicating that there is a positive influence between employee engagement and librarian performance, where if there is an increase or greater attachment of librarians to their work, there will be an increase of 0.553 in the performance of these librarians. and vice versa, if the level of librarians' commitment to their work is low, it will have an impact on declining performance, so H0 is rejected and H2 is accepted.

The results of the test can also be seen from the respondents' answers to the statements in the Employee Engagement variable, which tended to receive more agreement from respondents. The dominant indicator in the Employee Engagement statement is the fourth indicator, namely "Work Commitment" in the eighth statement, "I strive to provide the best service to improve library user satisfaction," which shows that the average response from respondents is 4.46. This indicates that the work commitment of librarians to provide satisfactory service at the North Sumatra University Library is very good.

The findings of this study are supported by research conducted by Lestari & Ramadhan (2022), which states that employee engagement has a positive effect on employee performance, particularly in terms of service quality, work efficiency, and innovation. This is in line with previous research conducted by Harmoko (2018), whose findings state that employee engagement has a significant positive effect on librarian performance. Similar results were also obtained in previous research by

Herlina Sari (2022), which found that Employee Engagement has a positive and significant effect on Librarian Performance.

Thus, these results indicate that building high work engagement is an important strategy in improving librarian performance. Library management needs to create a supportive work environment, recognize librarians' contributions, and strengthen their sense of belonging to the institution in order to maintain employee engagement and positively impact work productivity.

3. The Effect of Training and Employee Engagement on Librarian Performance

Based on the F-test, the variables of training and employee engagement have a positive and significant effect on librarian performance. Based on the F-test results, a significant F value of 0.000 < 0.05 means that the variables of Training and Employee Engagement have a positive and significant simultaneous effect on Librarian Performance at the University of North Sumatra Library, so H0 is rejected and H3 is accepted. Based on the results of the coefficient of determination test, it is known that the R value of 0.802 is positive or equal to 80.2%, indicating that the correlation or relationship between Training, Employee Engagement, and Librarian Performance is close and has a positive influence. Furthermore, the Adjusted R -Squared is close to 1, namely 0.633 or equal to 63.3%, meaning that the distribution of the dependent variable Librarian Performance can be explained by the independent variables Training and Employee Engagement, while the remaining 36.7% is explained by other variables not examined in this study.

Based on the distribution of questionnaires to 71 respondents, it was found that respondents gave positive responses to the performance of librarians at the University of North Sumatra Library. Respondents believed that the quality of training and the commitment and enthusiasm of librarians could improve their performance at work. These two factors complement each other: training improves technical capacity and professionalism, while employee engagement increases intrinsic motivation and loyalty to work. Therefore, the library needs to design HR development policies that not only focus on technical training but also build a work culture that encourages active participation and involvement of librarians in every aspect of service.

V.   CONCLUSION AND SUGGESTION

Based on the results of the analysis and discussion carried out for this study, the researchers have come to the following conclusions:

1. The results of the study based on partial testing show that training has a positive and significant effect on the performance of librarians at the University of North Sumatra Library. The training provided was able to improve the skills, knowledge, and confidence of librarians in carrying out information services effectively and professionally, so the first hypothesis (H1) was accepted.

2. The results of the study based on partial testing show that Employee Engagement has a positive and significant effect on Librarian Performance at the University of North Sumatra Library. High librarian engagement in work, such as commitment, responsibility, and enthusiasm, has an impact on increasing work quality and loyalty to the institution, therefore the second hypothesis (H2) is accepted.

3. The results of the simultaneous testing show that Training and Employee Engagement have a positive and significant combined effect on Librarian Performance at the University of North Sumatra Library, thus accepting the third hypothesis (H3).

VI.   BIBLIOGRAPHY

Abbas Surya D, Yuli Agustina, M. R. S. (2020). Pengantar Manajemen Untuk Organisasi Publik Dan Bisnis. In *Penerbit Widina Bhakti Persada Bandung*.

Adha, R. N., Qomariah, N., & Hafidzi, A. H. (2019). Pengaruh Motivasi Kerja, Lingkungan Kerja, Budaya Kerja Terhadap. *Jurnal Penelitian Ipteks*, 4(1), 47–62.

Afriwahyuni, R., Nirwana, I., & Sriyanti, E. (2023). Pengaruh Pelatihan Kerja, Disiplin Kerja dan Pengembangan Karir Terhadap Kinerja Karyawan Pada PT Insan Cendekia Mandiri Group Nagari Koto Baru, Kec Kubung Kabupaten Solok. *Jurnal Pendidikan Tambusai*, 7, 24586–24595.

Anyaegbu, M. I., & Wali, N. B. (2021). Influence of Staff Training and Development on Librarians Job Performance in Selected University Libraries in South-South, Nigeria. *Library Research Journal*, 4(1), 38–60.

https://journals.unizik.edu.ng/index.php/lrj/article/view/549

Hadydjah, L. T. (2021). *Hubungan Antara Employee Engagement Dengan Disiplin Kerja Karyawan Primer Koperasi TKBM Upaya Karya Pelabuhan Belawan*.

Harefa, H. S. (2020). *Pengaruh Efikasi Diri Dan Employee Engagement Terhadap Kinerja Pustakawan Di Perpustakaan Universitas Sumatera Utara*.

Harmoko, S. (2018). *Pengaruh Employee Engagement Terhadap Kinerja Pustakawan Di Perpustakaan Politeknik Kesehatan Kementerian Kesehatan Yogyakarta*. https://digilib.uin-suka.ac.id/id/eprint/32018/

Kaur, R., & Kaur, S. (2022). Impact of Training on Job Satisfaction and Performance of Library Professionals. *Journal of Library Management*.

Madukoma, E., Akpa, V. O., & Okafor, U. N. (2014). Effect of Training and Motivation on Job Performance of Library Personnel of University of Lagos, Lagos State, Nigeria. *OALib*, *01*(06), 1–8.

Priatmana, A., & Ritonga, S. (2023). Pengaruh Ketersediaan Koleksi Perpustakaan Fakultas Ilmu Sosial Dan Politik Usu Dalam Pemenuhan Kebutuhan Informasi. *Jurnal Indonesia : Manajemen Informatika Dan Komunikasi*, 4(3), 1113–1122. https://doi.org/10.35870/jimik.v4i3.313

Purnomo, M. V., Perizade, B., & Syapril, Y. (2022). Pengaruh Pelatihan Dan Pengalaman Kerja Terhadap Kinerja Dengan Kompetensi Sebagai Variabel Intervening Pada Kepala Unit Pelaksana Teknis Pt. Kereta Api Indonesia. *Syntax Literate: Jurnal Ilmiah Indonesia*, *7*(10), 1–23.

Ramadhany, S. R., Taba, M. I., & Umar, F. (2020). The Effect of Training and Job Satisfaction on Employee Engagement and Performance of Millennial Generation Employees of PT Midi Utama Indonesia Tbk in Makassar. *International Journal of Innovative Science and Research Technology*, *5*(6), 566–571. https://doi.org/10.38124/ijisrt20jun288

Rampisela, V. A. ., & Lumintang, G. G. (2020). Pengaruh Motivasi Kerja, Lingkungan Kerja dan Upah Terhadap Produktivitas Kerja Karyawan PT Dayana Cipta. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, *8*(1), 302–311.

Rivai, V., & Sagala, E. J. (2019). *Manajemen Sumber Daya Manusia untuk Perusahaan*. Jakarta Rajawali Pers.

Sandhya S, S. M. (2021). Influence of empowerment, psychological contract and employee engagement on voluntary turnover intentions. *International Journal of Productivity and Performance Management*.

Satria, M. G. (2023). Kinerja Pustakawan Dalam Pemberian Pelayanan Publik Pada Dinas Perpustakaan Dan Kearsipan Provinsi Sumatera Selatan. *Jurnal STIA Bengkulu : Committe to Administration for Education Quality*, *10*(2), 137–148.

Sugiyono. (2019). *Metode Peneliti Kuantitatif Kualitatif dan R & D*. Alfabeta.

Syihabudhin, & Pristiwiana, O. (2020). The Effect of Work Environment on Work Engagement with Self Efficacy As Moderator Variable at Hotel Pelangi Malang Employees. *KnE Social Sciences*, *2020*, 364–378.

Wicaksono, M. F., & Ariyanti, N. N. (2020). Pengaruh Kompetensi Pustakawan Pelatihan terhadap Kinerja. *Libraria: Jurnal Perpustakaan*, *7*(1), 109.

Yatimin, S. (2021). Pengaruh Pelatihan Dan Employee Engagement. *Indonesian Journal of Economics Application(Ijea)*, *3*(1), 37–51.