

Review of Librarian Experiences in Performing Work Adaptation at the Archives and Library Service of Kendal Regency

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Abstract

Background: The librarian is an evolving profession, which requires librarians to engage in lifelong learning, in order to adapt to the changes that occur in a dynamic library environment. Good adaptability is needed by librarians to be able to maintain optimal performance.

Objective: The purpose of this study is to discuss the adaptability of the performance of librarians at the Kendal Regency Archives and Library Service.

Methods: This research uses qualitative research methods with a case study approach. Data collection techniques were carried out by means of observation, interviews and documentation. Selection of informants in this study using purposive sampling technique. The informants in this study amounted to 2 (two) librarians from the Kendal Regency Archives and Library Office. Data analysis was carried out with several stages proposed by Miles and Huberman, namely, data reduction, data presentation and drawing conclusions.

Results: The results showed that librarians at the Kendal Regency Archives and Library Office have adaptability and basic skills that are useful in adapting to changes to maintain optimal performance. The basic skills possessed by librarians at the Kendal Regency Archives and Library Office include conceptual skills, technical skills, interpersonal relationship skills and are complemented by the ability to adapt in the form of passion, time management, networking, and hummility.

Conclusion: Adaptation principles such as a never-give-up attitude, effective time management, and the ability to communicate and collaborate effectively are efforts by librarians to respond to these changes.

Keywords: Librarian adaptability, librarian performance assessment, librarian performance

INTRODUCTION

Libraries hold obligations for information provision and access services for the public in accordance with the Law of the Republic of Indonesia Number 43 of 2007 on Libraries. The law states that libraries exist for user services and public services. Libraries must deliver maximum efforts in information access and information use. Recent years show major shifts in library environments. Technological change, user behavior change, environmental pressures, pandemic situations, and operational disruptions appear in rapid sequence.

Libraries experience significant disruption during the COVID 19 outbreak. The Government of Indonesia issued Presidential Decree Number 11 of 2020 on the Determination of Public Health Emergency Status for COVID 19, effective 31 March 2020. The emergency status restricts public access to libraries. Service operations stop temporarily for infection control. Riani and Handayani (2020) report substantial effects of the pandemic on library

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services. Three months later the Ministry of Health released Decree HK 01 07 MENKES 328 2020 dated 20 May 2020. The decree marks the national new normal era. The policy aims at virus transmission control in all workplaces including libraries. Librarians face work from home routines, health protocol obligations, reduced physical contact in services, and continuous operational adjustments.

Librarians attempt to minimize physical contact and adjust to new daily routines during the new normal era. Several librarians reject the changes. Psychological strain rises. Anxiety and stress emerge. Amer et al. (2022) describe burnout effects as decreased organizational commitment and decreased work productivity. Librarians without adequate adaptive capability experience high stress. Prolonged stress produces burnout. Burnout produces performance decline.

User satisfaction becomes difficult to maintain during performance decline. User satisfaction stands as a central responsibility for every librarian. Librarian competence and professionalism appear in adaptive behavior within dynamic work environments. Hu et al. (2022) identify flexibility and positive orientation as essential personal competencies for librarians in present conditions. Adaptive ability becomes critical for librarians facing continuous change.

The Archives and Library Service of Kendal Regency adopt the new normal policy in alignment with national guidance. Observations and preliminary interviews reveal librarian discomfort due to limited health protocol facilities. Feelings of worry and unease influence service performance. The present study investigates librarian experiences in work adaptation within the Archives and Library Service of Kendal Regency. Findings provide foundations for policy development and career advancement for librarians. The study carries the title “Review of Librarian Experiences in Performing Work Adaptation at the Archives and Library Service of Kendal Regency.”

LITERATURE REVIEW

The researcher reviewed four previous related studies concerning librarians’ adaptive abilities. These prior studies are used to broaden the researcher’s insight as well as to demonstrate the originality of the current study. The first related study was conducted by Riani & Handayani (2020) titled “The Impact of Librarian Work Stress During the Covid-19 Pandemic on Academic Library Services.” The aim of that study was to understand how work stress experienced by librarians during the Covid-19 pandemic affected academic library services. The research method used was a literature study supported by data obtained from observing the environment and examining the situation relevant to the study. Data analysis in the study was carried out using theories and research findings as tools to support the analysis. The results of the study by Riani & Handayani (2020) indicate that the work stress experienced by librarians originates from their own self-perceptions. Librarians need to adapt by exercising self-control to manage work stress. Such self-control can be carried out by applying Bill’s methods as cited by Rasmun (2004), namely long-term and short-term methods. The similarity between the study by Riani & Handayani (2020) and the present research lies in the discussion of librarian adaptation in facing change. The difference is that their study used a qualitative

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research method with a literature review approach, whereas the present research uses a case study method.

The next related study is by Nurrohmah (2021), titled “Digital Literacy in the Era of the New Normal Adaptation.” The purpose of this study was to evaluate the importance of digital literacy during the new normal adaptation period and how it can be implemented through services available in libraries. The method used in this study was a literature review. The results of the study by Nurrohmah (2021) show that the Covid-19 pandemic led to changes in activities within the library environment, where digital literacy emerged as a form of library adaptation in facing these changes. Digital literacy skills among librarians were used to support optimal library services. The similarity between Nurrohmah’s (2021) study and the present study lies in the discussion of adaptation in facing change. The difference is that Nurrohmah’s study used a literature review method, whereas the present research uses a qualitative method through a case study approach.

Another study similar to the present research is “Librarian Adaptation in Facing Advances in Information Technology at the Utsman Bin Affan Library, Indonesian Muslim University.” This study was conducted by Nasrullah et al. (2022) with the aim of discovering how librarians adapt to advances in information technology and what challenges they face in doing so at the Utsman bin Affan Library, Indonesian Muslim University. The results show that librarians adapt to advances in information technology by participating in workshops, seminars, and training from the provincial to the national level. Other findings reveal that the challenges faced by librarians include a lack of initiative to join activities that support adaptation to technological advances, insufficient facilities such as adequate internet networks, and the rapid development of technology in the library that overwhelms librarians. The similarity between the study by Nasrullah et al. (2022) and the present study is the discussion on librarian adaptation in facing change. The difference is that their study focuses on librarian adaptation in utilizing information technology and the challenges involved, whereas the present research focuses on the role of adaptive ability in librarian performance.

Another study similar to the present research is the article written by Berg et al. (2022) titled “Back on Campus: How New Jersey Academic Librarians are Adapting to the New Normal.” This study aimed to determine how librarians adapted to the new normal at New Jersey academic libraries. The results show that librarians experienced concerns about returning to on-site work, as many visitors did not adequately follow health protocols under the new normal policies. Overall, survey results indicate that most academic librarians in New Jersey felt more comfortable working remotely rather than returning to on-site work, as they were required to re-adapt to new normal policies. The similarity between the study by Berg et al. (2022) and the present research lies in the discussion of librarian adaptation in facing change. The difference is that the former focuses on adaptation to new normal policies, whereas the present study focuses on the role of adaptive ability in librarian performance.

METHODS

This study employs a qualitative research method, which aims to understand phenomena experienced by research subjects holistically and descriptively by using various

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scientific methods (Moleong, 2019). In line with the purpose of qualitative research, this study aims to identify and describe the adaptive ability related to the performance of librarians at the Kendal Regency Archives and Library Office. Additionally, the qualitative method is used to understand librarians' perceptions regarding the usefulness of adaptive ability for their work performance, which requires in-depth interviews and observations. Therefore, the qualitative research method is appropriate for this study, as data collection in qualitative research is conducted through interviews, observations, and documentation (Esterberg, 2017). Data collection for this study was carried out over a period of three months, from June 2023 to August 2023.

This study uses informants as the subjects of interviews and observations. Informants are needed to ensure that the study's findings are not based solely on the researcher's subjectivity. The selection of informants was conducted using purposive sampling, a technique for selecting data sources based on certain considerations or criteria (Sugiyono, 2018). The criteria for informants in this study are: (1) librarians at the Kendal Regency Archives and Library Office; (2) librarians who provided library services during the Covid-19 pandemic and during the implementation of the new normal policy; and (3) librarians who performed library services both online and offline. Based on these criteria, two librarians from the Kendal Regency Archives and Library Office were selected as informants.

Meanwhile, the data analysis process used qualitative analysis techniques following the interactive model proposed by Miles et al. (2014), which involves data reduction, data display, conclusion drawing, and verification. The use of the Miles and Huberman analysis model is considered appropriate because the researcher conducted data collection through interviews and observations regarding librarians' adaptive abilities, as well as document studies in the form of photographs and screenshots of documents such as letters, journals, policies, announcements, and other information related to library service activities at the Kendal Regency Archives and Library Office during and after the new normal era.

To maintain accuracy, applicability, consistency, and naturalness in the research, the researcher applied maintaining quality procedures. Maintaining quality in this study was tested through credibility, transferability, dependability, and confirmability (Sugiyono, 2018). Credibility was ensured using triangulation techniques. Triangulation is a technique to check the credibility of data obtained through various data collection methods (Lemon & Hayes, 2020). In this study, data obtained from interviews with informants regarding the adaptive ability of librarians at the Kendal Regency Archives and Library Office were cross-checked with observation results and documentation studies. Transferability was ensured by presenting detailed, systematic, clear, and trustworthy descriptions to provide a clear understanding of the research results. Dependability testing was conducted to confirm the consistency of the data obtained. Confirmability in qualitative research is a step to test the validity of research findings by relating them to the research process itself, namely by evaluating the data collected on librarians' adaptive abilities at the Kendal Regency Archives and Library Office based on the procedures carried out in the study.

FINDINGS

The Kendal District Archives and Library Office classify librarians into two levels: expert librarians and skilled librarians. These two categories have different main duties. Expert librarians are responsible for library management, while skilled librarians work in library services. This was identified by the researcher based on the following interviews with informants:

“We already have levels, sir, there are expert librarians and skilled librarians, so the tasks are divided according to their respective levels.” (Informant A)

“For the division of work, we adjust it to the level. Here we have two levels of librarians, skilled and expert. Skilled librarians are assigned to services, while expert librarians handle management...” (Informant N)

Based on the statements of the two informants, it can be seen that the division of librarian duties in the Kendal District Archives and Library Office is based on two levels: expert librarians and skilled librarians. Expert librarians are tasked with processing library materials, while skilled librarians are responsible for services. From a follow-up question, it appears that the division of duties is based on the Regulation of the Head of the National Library of the Republic of Indonesia Number 11 of 2015 on Technical Guidelines for Functional Librarian Positions and Credit Scores, which has been modified in practice to suit library needs.

“Here, sir, we use the Regulation of the Head of the National Library of the Republic of Indonesia Number 11 of 2015 on Technical Guidelines for Functional Librarian Positions and Credit Scores. I will send the file via WhatsApp.” (Informant A)

“We adjust it to the level, sir. You can refer to the technical guidelines for the assignment of librarian tasks.” (Informant N)

Based on these statements, it can be concluded that the division of librarian duties is based on the 2015 regulation, with some adjustments in its implementation. These adjustments can be seen in how tasks are assigned, as reflected in the following statements:

“In processing activities, I handle the processing of library materials, such as selecting materials using selection tools from user input, book reviews, publisher catalogs, online catalogs, classifying books according to classification numbers, determining subject headings, and also inputting book data into the INLISLite application.” (Informant A)

“Yes, it’s the same. Since Ms. Asri is a library science graduate, she is more suited to handling material management, while I focus more on reference services, information literacy services, user education, and referral services.” (Informant N)

Based on the statements of the two informants (A and N), although both are expert librarians, they perform different duties: the first focuses on processing library materials, while the second specializes in reference services, information literacy services, and user education.

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This indicates that although expert librarians are generally responsible for library management, in practice their tasks are adjusted to the specific needs of the library.

Librarian performance can be clearly seen through the application of knowledge, methods, and techniques in their daily tasks. This application not only demonstrates the librarians' competence and professionalism but also directly influences the effectiveness, efficiency, adaptability, and innovation of library services. Therefore, a librarian's educational background is important, as their academic or training experiences must align with workplace needs.

Almost all librarians at the Kendal District Archives and Library Office have educational backgrounds in library science. Based on the researcher's observations and interviews, out of the four librarians, three are library science graduates, while one is a sociology graduate who has undergone library service training.

“When I was in college, I wasn't in library science, sir. I studied sociology. Before being transferred here, I worked in finance, but before moving here I attended training on library service ethics.” (Informant N)

“The others include one graduate with a bachelor's degree in Library Science, and two with diplomas in Library Science—the younger staff.” (Informant N)

From these statements, it can be seen that there is variation in the librarians' educational backgrounds: bachelor's degrees in library science, diplomas in library science, and even non-library backgrounds supplemented by intensive training in library services. Therefore, the librarians can be considered adequately equipped with the necessary knowledge to perform their duties.

“The knowledge I gained in college aligns well with the practical work in the library, sir.” (Informant A)

“The knowledge from the library service training is quite similar to the practice here. But with the times changing, some things do shift, so we have to keep learning—through the internet, reading books, or asking other librarians. For example, in terms of technology, we might fall behind the younger staff, so we learn from each other.” (Informant N)

Based on the statements of A and N, both expert librarians, the knowledge they gained from education or training aligns with practice. They also acknowledged that technological and environmental changes introduce new challenges, which they address through continuous learning.

Interpersonal skills are essential for librarians, especially in roles involving interaction with users, colleagues, and partner institutions. The ability to communicate well, build positive relationships, and handle conflicts wisely is invaluable.

Librarians at the Kendal District Archives and Library Office understand the importance of communication and collaboration, as reflected in the following statements:

“For tasks like stock-taking, we must communicate and work together with other librarians. There is a division of tasks, so the work is completed quickly and services for users can be maximized.” (Informant A)

“So far everything has been fine, thank God, sir. We work together and communicate well because it’s very important for ensuring maximum service. Those of us who are more experienced guide the younger ones, and if the younger staff have creative ideas, they can discuss them. Communication is very important in the workplace.” (Informant N)

These statements show a shared understanding of the importance of communication and collaboration. The collaboration between senior and junior librarians demonstrates strong interpersonal relationships and adaptability in a diverse work environment.

“Same with feedback from other librarians. For user suggestions, we are open, and we provide a suggestion box that they can use.” (Informant N)

From these statements, both librarians appear open to criticism and suggestions from users. Based on interviews and observations, the librarians have shown resilience in facing changes, such as during the Covid-19 pandemic:

“During the Covid-19 pandemic, we couldn’t serve users face-to-face, so we used a WhatsApp group for reference services and book borrowing. Users could ask questions and consult through the group.” (Informant A)

“In the library, the service that ran smoothly during the pandemic was reference service. We used WhatsApp, created a group, and library members who needed references could ask questions there. For circulation or borrowing, we only handled urgent cases since we did not yet have disinfection tools for books.” (Informant N)

These statements indicate that librarians used WhatsApp as a service platform when face-to-face interactions were not allowed. Services included reference assistance, book loans, and returns. This adaptation demonstrates proactive behavior and a commitment to maintaining service despite limitations.

By adopting WhatsApp, librarians prioritized user satisfaction and ensured service continuity.

“Actually, we had more free time during the pandemic because working hours were limited, so we used the time for other tasks such as stock-taking.” (Informant A)

“It’s the same as Ms. A mentioned earlier—because of reduced working hours, we used the time for other activities like stock-taking.” (Informant N)

Both informants used the extra time from reduced hours for productive tasks such as stock-taking, showing effective time management during the period of change.

Based on interviews and observations, librarians maximized communication and collaboration to respond to changes in the library environment:

“For communication during the pandemic, because we took turns working at the office, we communicated via WhatsApp. With users, we also used the WhatsApp group. After entering the new normal, we were allowed to provide in-person services again but with health protocols such as distancing, using hand sanitizer, and wearing masks. This made communication safer and clearer.” (Informant A)

“With fellow librarians and users during the pandemic, we relied more on WhatsApp because we rarely met due to alternating schedules. Since we weren’t allowed to serve users directly, communication was done via WhatsApp.” (Informant N)

“Of course there were things to communicate. When we worked in shifts, Ms. Asri would communicate what she had completed so I could continue it. If anyone had difficulties, we discussed and consulted with one another.” (Informant N)

From these statements, it is clear that early in the pandemic, the library temporarily closed services, so communication—both among librarians and with users—was conducted via WhatsApp. Once the new normal began, in-person services resumed but with strict health protocols.



Figure 1. Example of an Announcement via Social Media
(Source: Instagram of the Kendal Regency Archives and Library Office)

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Based on the informants' statements, adhering to health protocols made communication between librarians and users more comfortable. This indicates that both librarians and users prioritized safety by complying with the implemented health measures. It also reflects an awareness and commitment to creating a safe and comfortable environment for direct communication. Mutual compliance with health protocols fosters trust and a sense of security, which contributes to more effective communication.

In addition, it was found that during the early stages of the pandemic, librarians worked in alternating shifts. During this period, they used WhatsApp to communicate and coordinate regarding ongoing tasks that needed to be completed. This demonstrates the librarians' ability to adapt to changes in the work environment. Communication via WhatsApp enabled efficient and effective information exchange. Based on these statements, it can be understood that both librarians applied communication and cooperation strategies to adapt to the changes.

DISCUSSION

Performance of Librarians at the Archives and Library Office of Kendal Regency

Performance in the Kamus Besar Bahasa Indonesia is defined as (a) an achievement, (b) work ability, and (c) demonstrated accomplishment. According to Rivaldo & Nabella (2023), performance is the work result achieved by an individual or group within an organization based on their respective authority and responsibility in order to attain organizational goals legally, ethically, and appropriately. Thus, the performance of librarians refers to the work accomplishments produced by librarians based on their ability to carry out their duties and responsibilities in library management and service activities.

In the library field, librarian performance plays a vital role in achieving organizational objectives and providing quality services to users. Performance reflects the accumulation of knowledge, skills, and attitudes possessed by librarians within a certain period. It is important to note that librarian performance not only influences individual achievements but also directly impacts the effectiveness of the library in fulfilling the information needs of the community. Therefore, librarians must consistently maintain and improve their performance to provide optimal and satisfying library services.

Librarians at the Archives and Library Office of Kendal Regency have demonstrated the necessary capabilities to maintain and enhance their performance. These include conceptual skills, technical skills, and interpersonal skills. Conceptual skills are reflected in their understanding of their duties and responsibilities according to their job descriptions. Technical skills are developed through continuous learning to keep up with changes in the library environment; for example, before Covid-19, services focused on face-to-face interactions, whereas during the pandemic, services shifted to digital formats. Lastly, interpersonal skills emphasize communication that fosters collaboration and enables librarians to adapt to any form of change. These three aspects align with the theory of Rivai & Basri (2005), which identifies conceptual ability, technical ability, and interpersonal ability as key indicators for assessing

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performance. These three aspects are used in this study to examine librarian performance at the Archives and Library Office of Kendal Regency.

Understanding of Duties and Responsibilities

Librarians' conceptual skills refer to their ability to understand their duties and responsibilities. Librarians who clearly understand their roles can perform their work in accordance with established standards, targets, and objectives, as outlined in Law No. 43 of 2007 Article 1. Therefore, it is essential for librarians to understand their tasks and responsibilities.

Based on the informants' statements, the division of librarian duties is based on the Regulation of the Head of the National Library of the Republic of Indonesia No. 11 of 2015 concerning Technical Guidelines for Librarian Functional Positions and Credit Scores. Although both informants—Asriningsih and Ngatini—are librarians at the expert level, they have different tasks: the first focuses on library material management, while the second focuses on reference services, information literacy, and user education. This indicates that although expert librarians have core tasks in library management, actual work practices are adjusted to the needs of the library.

These findings show that librarians already possess conceptual abilities, understanding the distinctions between expert and skilled librarians, and performing tasks that align with their qualifications and the needs of the library. This aligns with Rivai & Basri's (2005) concept of conceptual ability.

Application of Knowledge

Librarian performance can be observed in the application of knowledge, methods, and techniques in daily tasks. This application not only demonstrates competency and professionalism but also contributes to the effectiveness, efficiency, adaptability, and innovation of library services. Therefore, librarians' educational backgrounds are important, as the knowledge acquired from formal education or training must be relevant to their duties.

Based on observations and interviews, three out of four librarians at the Archives and Library Office of Kendal Regency hold degrees in library science, while one librarian is a sociology graduate who has attended library service training. This variation in educational background affects adaptability; individuals working outside their field of study tend to develop stronger adaptive abilities (Iriyadi et al., 2024). Although not all librarians have a library science background, the training they received provides them with sufficient knowledge to perform library tasks.

Knowledge obtained from formal education and training is generally aligned with work practices. Librarians also respond to new developments by learning independently through the internet, reading books, or coordinating with colleagues. This reflects adaptive and creative

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behavior, showing that librarians are committed to lifelong learning. Thus, the application of librarians' knowledge aligns with Rivai & Basri's (2005) concept of technical ability.

Librarians' Communication in Daily Work

Interpersonal skills are not merely additional competencies for librarians; rather, they are key factors in ensuring work effectiveness and overall success. In an environment that involves interactions with users, fellow librarians, library staff, and partner institutions, the ability to communicate well, build positive relationships, and handle conflicts wisely becomes essential for achieving organizational goals. Librarians at the Archives and Library Office of Kendal Regency also understand the importance of communication and collaboration within the library setting.

Based on the statements of both informants, it is evident that they share similar views regarding the importance of good communication and cooperation within the library. Their statements demonstrate communication and collaboration between senior librarians and younger librarians. This reflects strong interpersonal abilities, as collaboration occurs among librarians with different levels of experience. The openness of both librarians to learning from their younger colleagues demonstrates open-mindedness and willingness to adapt to change. Based on interview and observation data, there is cross-generational communication at the Archives and Library Office of Kendal Regency, which, according to Putra (2024), can create synergy, particularly in service delivery.

The informants also indicated that librarians are open to receiving suggestions and criticism from users. This shows that librarians not only engage in internal communication but also value users' perspectives and experiences as an important part of service development. In library service activities, user suggestions and criticism serve as feedback for evaluating existing services and improving future performance. Based on the statements of both informants, it can be concluded that the librarians' communication practices in carrying out their daily tasks align with Rivai & Basri's (2005) theory of interpersonal ability, namely the librarians' capacity to maintain effective communication and cooperation.

Overall, librarian performance at the Archives and Library Office of Kendal Regency meets the three performance assessment criteria: conceptual ability, technical ability, and interpersonal ability. The librarians understand their routine duties and responsibilities, successfully apply knowledge aligned with their educational background and training, and demonstrate effective communication and collaboration in carrying out their tasks.

Adaptive Performance Ability of Librarians at the Archives and Library Office of Kendal Regency

Adaptation is a social process as well as a personal strategy that enables individuals to navigate their lives, requiring them to adjust or adapt themselves accordingly (Fullerton et al., 2021). Rohmah (2021) defines adaptation as an individual's adjustment to their environment. This adjustment may involve modifying oneself to fit the environment or, conversely,

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modifying the environment to align with personal preferences. Rohmah (2021) further explains that adaptation refers to the adjustment of individuals, groups, or social units to norms, processes of change, or emerging conditions. Adaptation can also be understood as an individual's effort to maintain their existence amid ongoing changes (Arlan, 2020). Based on these perspectives, it can be concluded that every individual or group must possess strong adaptive abilities in order to survive and respond to various changes occurring in their environment. Such adaptive abilities are also essential for librarians, especially as the library environment has undergone significant transformation due to the development of culture and information technology. Librarians require good adaptive skills to maintain their relevance amidst these changes.

In the library world, which is full of challenges and constant transformation, the ability to adapt is not merely an option but a necessity. Librarians with strong adaptive capacity are able to sustain the relevance of library services, address technological challenges, and respond quickly and effectively to changing circumstances (Lindsay et al., 2021). Conversely, the inability to adapt may result in difficulties in performing tasks, emotional strain, and even the loss of relevance in the librarian's role. Librarians at the Archives and Library Office of Kendal Regency who are committed to continuous learning, open to change, and willing to collaborate with colleagues will be able to develop adequate adaptive abilities to serve as positive agents of change in the evolving world of librarianship.

Based on interviews and observations, the librarians at the Archives and Library Office of Kendal Regency have demonstrated good adaptation to various changes occurring within the library. They possess persistence, the ability to manage time efficiently, as well as effective communication and cooperation with fellow librarians and library users. These adaptive traits—including perseverance, effective time management (Aslam, 2022), collaborative communication, and humility—help librarians adjust to diverse changes and maintain the quality of their performance.

Librarians' Attitudes and Efforts During Periods of Change

A librarian's attitude is a direct reflection of their adaptive capacity. Librarians with strong adaptability demonstrate openness toward change (Aslam, 2022). They do not perceive change as a threat but as an opportunity for growth and development. An optimistic and enthusiastic attitude toward change enables librarians to more readily accept and adjust to new situations. In addition, adaptive librarians tend to have a strong willingness to continue learning and updating their knowledge. Librarians who are able to adapt effectively will take concrete steps to respond to change. Rather than waiting passively, they actively seek opportunities to improve services and enhance their skills (Lindsay et al., 2021). This may involve participating in trainings, exploring new literature, or consulting with fellow librarians to exchange experiences.

Based on interviews and observations, the librarians at the Archives and Library Office of Kendal Regency have demonstrated perseverance in facing change. According to informants, these librarians utilized the WhatsApp application as a medium for providing services to users during the Covid-19 pandemic, when face-to-face activities were not allowed. Through this platform, librarians conducted reference services as well as book borrowing and return services.

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This indicates that the librarians adopted a proactive attitude in responding to change. Instead of giving up and discontinuing services, they sought creative ways to continue serving users. The use of WhatsApp groups as a communication tool illustrates their readiness to bridge the gap caused by physical restrictions.

By adopting WhatsApp groups as an alternative service channel, the librarians demonstrated that user satisfaction remained their primary focus. They understood that library services must remain accessible, even in a different format. This attitude reflects a strong commitment to providing value to users during difficult circumstances. Based on these findings, it can be understood that the two librarians consistently demonstrated perseverance in their efforts to continue providing services to users, aligning with Shahzad & Khan's (2023) concept of passion, which refers to determination and a never-give-up attitude among librarians.

Librarians' Time Management During Periods of Change

Librarians with strong time management skills can experience several positive outcomes. First, they are able to adapt more quickly to new work demands (Aslam, 2022). By planning their time carefully, librarians can identify periods that can be allocated for learning new things or developing relevant skills. Second, good time management helps reduce stress levels (Aslam, 2022). In situations of change that may generate uncertainty, having control over one's time enables librarians to feel more prepared and organized, preventing tense situations that may hinder performance. Conversely, librarians who lack effective time management skills may face various negative consequences. They may feel overwhelmed by accumulating tasks, especially when compounded by new demands brought about by change. The inability to manage time properly can lead to increased stress, decreased productivity, and even a continuous cycle of work without meaningful progress.

Based on interviews and observations with librarians at the Archives and Library Office of Kendal Regency, it is evident that they have maximized the time available to them. According to the statements of the two informants, both librarians utilized the additional time resulting from reduced service hours for other essential activities, including stock opname. This indicates that they effectively made use of the free time that emerged due to the changes, demonstrating optimal and appropriate time management during the period of transition. From these findings, it can be understood that the two librarians applied effective time management during changes in the library in accordance with Olise & Echedom's (2024) theory of time management, which refers to the librarian's ability to manage time efficiently.

Librarians' Communication and Collaboration During Periods of Change

A librarian's ability to communicate effectively—both with colleagues and users—is a critical foundation for navigating change. Effective communication allows librarians to understand ongoing changes, share updated information, and clarify expectations. Strong collaboration, meanwhile, enables librarians to work together to overcome obstacles and develop shared solutions. In a dynamic library environment, communication and collaboration are essential tools for gaining support, exchanging knowledge, and creating more effective adaptive strategies. This aligns with the findings of Dadzie & Mensah (2022), who examined sudden staff rotations within the University of Ghana Library System. Despite the many

adjustments required, these challenges were successfully managed through strong communication and cooperation among librarians.

Librarians with strong communication skills can more easily understand the changes taking place and respond appropriately as needed. Open and honest interaction also helps librarians better understand users' perspectives, enabling more effective adjustments. Through collaboration, librarians can draw on each other's expertise and experience to address emerging challenges, reduce individual workloads, and generate innovative solutions.

Based on interviews and observations, the librarians at the Archives and Library Office of Kendal Regency have actively used communication and collaboration to manage changes within the library. According to statements from Asriningsih and Ngatini, the library temporarily closed its services during the early months of the pandemic. During this period, communication between librarians and with users was conducted through WhatsApp. However, once the new normal period began and services reopened, both librarians and users were required to adhere to health protocols, including physical distancing, wearing masks, and using hand sanitizer. Informants noted that following these protocols made communication more comfortable. This shows that both librarians and users prioritized safety, demonstrating awareness and commitment to creating a safe and conducive environment for in-person communication. Mutual compliance with health protocols fostered trust and a sense of security, which contributed to more effective communication.

Furthermore, the interviews revealed that during the early stages of the pandemic, librarians worked onsite in rotation. During this period, they also used WhatsApp to coordinate ongoing tasks. This illustrates their ability to adapt to changes in the work environment. Communication through WhatsApp enabled efficient and effective information exchange. These findings show that the two librarians had implemented effective communication and collaboration to adapt to change, consistent with Eltemasi & Arami's (2024) concepts of networking and humility—effective communication, cooperation, and openness to feedback.

Overall, the librarians at the Archives and Library Office of Kendal Regency have demonstrated adaptive capabilities that align with the principles outlined by Mills et al. (2023). Their passion, or perseverance, is evident in their efforts to continue providing library services through social media during pandemic-related closures. Their effective time management can be seen in their productive use of reduced working hours for library management tasks. Their strong networking skills are reflected in their use of tools like WhatsApp to maintain communication and collaboration during restricted working conditions. Finally, their humility is evident in their openness to suggestions from colleagues to address challenges brought about by change. As a developing profession, librarianship requires continuous lifelong learning, enabling librarians to adapt to the dynamic environment of modern libraries (Ganggi, 2019).

CONCLUSIONS

Based on the findings of this study regarding the adaptive performance of librarians at the Archives and Library Office of Kendal Regency, it can be concluded that in responding to environmental changes caused by the pandemic, the librarians were able to maintain optimal performance through various adaptive efforts. Principles of adaptation—such as perseverance,

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effective time management, and strong communication and collaboration skills—were demonstrated by the librarians as they navigated these changes.

Furthermore, the librarians' adaptation was supported by their fundamental competencies. Conceptual skills, such as understanding their duties and responsibilities, enabled them to stay focused on the core aspects of their work despite changing circumstances. Technical skills, which include the application of relevant knowledge and techniques, allowed them to adjust their workflows to meet new demands. Meanwhile, interpersonal skills, such as the ability to communicate and collaborate, helped ensure coordination and operational continuity during periods of transition.

Overall, this study provides a clear portrayal of how librarians at the Archives and Library Office of Kendal Regency successfully adapted to change. However, the limited number of librarians remains a concern for the institution. A small workforce may lead to excessive workloads, which can result in physical and psychological fatigue. Therefore, the office must consider solutions to reduce the burden placed on its librarians.

Several recommendations can be offered to the Archives and Library Office of Kendal Regency. First, it is essential to conduct capacity-building activities for librarians. Such initiatives can strengthen teamwork and communication among library staff. Additionally, training and development related to information technology and change management strategies should be considered. Training in information technology will provide librarians with various alternative tools and media that can be used in library services. Meanwhile, training in change management strategies will help librarians respond more quickly to the rapid changes that often occur in service-based institutions like libraries.

The office may also establish partnerships with universities or other educational institutions for internship programs. Such programs not only offer educational and practical benefits for students but also provide opportunities for the library to benefit from fresh ideas and creativity from students, contributing to the library's development.

AUTHOR CONTRIBUTIONS

[Alvin Mighfar Bahri]: Conceptualization, data collection, and drafting of the article. [Roro Isyawati Permata Ganggi]: Supervision, conceptualization, and preparation of the manuscript according to the template.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interest related to the content, information, or data presented in this study.

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