

Competence Improvement of School Libraries in Realizing Adaptive Service Innovation

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Abstract

Background of the study: Librarians are required to adapt to the surrounding environment in all eras. During the post-Covid-19 pandemic period, returning the spirit of offline learning by providing the right information resources for users at the school level is necessary. Improving the competence of librarians in managing the library is one of the keys.

Purpose: This study aims to analyze how librarians adaptively improve their competency in the post-Covid-19 pandemic.

Method: This research uses a qualitative approach and case study method. Data collection techniques were using observation, interviews, and documentation analysis. The validity of the data was tested using the source triangulation technique. Data are presented by reducing data, presenting data, and drawing conclusions.

Findings: The librarian profession is a profession with competencies that develop adaptively. Improving the competence of school librarians in the post-pandemic period includes general competencies and core competencies. General competencies include operating computers, compiling work programs, and compiling reports. Improvement of core competencies includes a selection of library materials, acquisition of information sources, cataloging capabilities, maintenance of library materials, improvement of circulation services, reference services, information retrieval, library promotion capabilities, literacy, use of IT in libraries, as well as enhancement of specific competencies. Competency enhancement is carried out in various ways: through training, technical guidance, knowledge sharing, seminars, and workshops held online, hybrid, and offline. As well as comparative studies in other libraries, both online and offline.

Conclusion: Online self-development activities are still the prima donna for librarians at the school level because they save costs and time. In contrast, offline activities are still a factor in cost considerations.

Keywords: competence, librarian, self development, innovation, adaptive

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Introduction

Librarians as information service providers are required to be able to provide services according to the conditions and needs of their users. Multitalent capabilities (multitasking) of librarians are needed in order to be able to provide optimal services and even be able to compete in the global era ([Istiqomah, 2016](#)). A librarian will be able to provide good services if he has competence in his field. Competence is a component that must be owned by a person in carrying out his profession in a professional manner. The competencies needed by someone in doing work include conceptual and operational competencies ([Soutter, 2013](#)). Conceptual competence means someone who has competence will make data, information, and knowledge the main focus ([SLA, 2016](#)). Librarian competence can be interpreted as the ability of librarians to work, which includes skills, knowledge, and attitudes (SKKNI). The level of professionalism of librarians in providing services can be seen from the aspect of competence they have.

The competence of a librarian must continue to be improved, in line with the development of the era, the development of information technology, the various generations of users served, and the increasingly widespread information needs of users. In addition, competency improvement is also carried out so that the role of librarianship is not replaced by the existence of technology and even other institutions. The librarian's task here is the need for self-improvement to adapt to the conditions that occur in the surrounding environment. Especially during the pandemic and post-Covid-19 pandemic, librarians in school libraries need to innovate so that the services provided can be utilized by users. Some school libraries feel in a dilemma in providing services to users because learning activities are carried out online or hybrid.

The new era is actually a challenge for everyone around the world, including in the world of education. This requires all parties to adapt and innovate in order to continue to provide good service. Along with the development of Covid-19, which began to subside, the learning system began to switch from an online system to a hybrid system with limited face-to-face learning (PTMT), then gradually offline learning was introduced as a whole. Returning the spirit of learning from online to offline and providing the right information resource facilities for students is a challenge in itself. This requires the library to innovate so that its role is still needed by users. In all conditions, the library must remain at the forefront in providing sources of information for its users. Various ways can be done by librarians in the school environment so that their role can still be carried out, including providing information sources in digital form that can be accessed by all users wherever they are, organizing seminars or information literacy activities online, hybrid and offline, organizing a pick-up activities ball in borrowing and returning collections, such as using drive-thru services, delivery, and so on.

The era of the pandemic and post-pandemic Covid-19 requires librarians to move and innovate so that competence needs to be increased. In order to create innovation in the implementation of library services, sufficient librarian competence is needed. Competence of librarians based on the Indonesian National Work Competency Standards (SKKNI) includes general competencies, core competency groups and special competency groups. General competencies are competencies that must be possessed as a professional. Core competency is the competence of librarians functionally who carry out librarianship tasks. Core competencies include skills in selecting, acquiring collections, making catalogues, preserving collections, performing services (circulation, references, information retrieval), literacy activities, and using the internet network. Special competences are advanced level competencies that are specific. This includes the ability to design designs and layouts, improve collections, produce secondary literature, search complex information, conduct studies and write scientific papers.

Previous research related to the increase of librarians, including the first research conducted by [Amalliah Kadir \(2022\)](#) with the title "Strategies for Increasing Librarian



Competence in Times of Crisis Using Spiritual, Intellectual, and Emotional Approaches". The purpose of this study is to explain strategies for increasing the competence of librarians in times of crisis using a spiritual, intellectual and emotional approach. The research method uses a literature study with a qualitative case study approach. The results of the study show that the Covid-19 pandemic has affected library services and changes to regulations, in supporting services it is necessary to maximize the use of IT and service innovation ([Kadir, 2022](#)). The similarity with this research is that they both study about increasing the competence of librarians while the differences are in the objectives, methods, locations, and research objects studied.

The second research was conducted by [Nur Istikomah and Anis Masruri \(2021\)](#) with the title "Librarian Competency Development Strategy at the Gunung Kidul Regency Library and Archives Service". The aim is to find out the librarian competency development strategy at the Gunung Kidul Regency Library and Archives Service. The research method used is descriptive qualitative research. The results of the research show that librarian competency development strategies are carried out formally and informally. Formal competency development with training, technical guidance, workshops, seminars, professional organizations, outstanding librarian competitions and target areas for librarians. Informal development through involvement as a resource person, coordinating fellow librarians, relationships, and networking. ([Istikomah & Masruri, 2021](#)). The similarities with this research are that they both examine the competence of librarians and the methods used, while the differences are in the objectives, locations and research objects studied.

The third research was conducted by [Noeraida, Rochani Nani Rahayu, and Anggiana Rohandi Yusuf \(2021\)](#) with the title "Increasing the Competence of Research Librarians Through Webinars in the Covid-19 Era." The research objective was to find out the types of activities carried out by LPNK librarians during WFH, the frequency of librarians attending training, the frequency of librarians attending seminars, the frequency of librarians attending webinars, the webinar material that librarians are interested in, the librarian's opinion of useful material; and the obstacles encountered when participating in the webinar. The method used is survey. The result of the research is that the most activities are webinars. The most frequency of holding webinars is 1-2 times/week. Most of the webinars are attended by librarians with undergraduate education. According to librarians, the material that is most in demand and most useful is material on the development of library science, documentation and information and material that is less desirable is on Research Data Management/Research Data Service. Obstacles following the webinar are about an unstable internet connection. LPNK Research and Technology librarians remain active in working and studying in order to improve competence by participating in the Perpustakaan webinar ([Noeraida et al., 2021](#)). The similarities with this research are that they both examine the competencies of the librarians used, while the differences are in the objectives, methods, locations, and research objects studied.

The fourth research was conducted by [Kamilah Kinanti \(2019\)](#), with the title "Efforts to Increase the Competence of Functional Librarians: Case Studies at the Library of University X". The aim of this research is to describe the efforts made to improve functional librarian competency at the X University Library. The research method used is a qualitative approach using the case study method. The results of the research show that there are efforts to improve the competence of librarians, but there are findings that there is no awareness or effort from librarians or library management regarding ethics as a part of competence ([Kinanti, 2019](#)). The similarities with this research are that they both examine the competencies of the librarians used, while the differences are in the objectives, methods, locations, and research objects studied.

[Muhammad Hanim \(2018\)](#) with the title "Efforts to Improve Competence of Library Managers Through Community Activities SLiMS Kediri Raya". The purpose of this research



is how do library managers improve competence in the field of information technology and library management. The research method is not listed. The results of the study show that the activities carried out by the Kediri Raya SLiMS Community are gathering days, workshops or training, assistance with implementing library automation, and lectures using social media ([Hamim, 2018](#)). The similarities with this research are that they both examine the competencies of the librarians used, while the differences are in the objectives, methods, locations, and research objects studied.

The organization of libraries during the pandemic and after the Covid-19 pandemic made more use of information technology both in service to users and library management. The ability to use technology and innovation is important to improve. Increasing the competence of librarians can basically be done in various ways. Librarian competence can be increased through education, training, training, and seminars in the field of library and information ([Purnomo et al., 2016](#)). In the era of the Covid-19 pandemic and post-pandemic, there have been many changes that require librarians to move and innovate so that competence needs to be increased. The rise of seminars and even training organized by libraries online, hybrid and offline through webinars, knowledge sharing, focus group discussions (FGD) or others can be utilized by librarians to support and improve their competence. Based on the background above, the purpose of this study is to analyze how librarians improve their competence in post-Covid-19 pandemic conditions. considering the many demands in the administration of the library and the restrictions on the activities carried out and what obstacles are faced in carrying out these activities.

Method

Research Type

The type of research used is a qualitative and descriptive approach. The goal is to gain a deep and thorough understanding of social practice in its natural setting ([Creswell, 2015](#)). Based on this, this study explores in depth and comprehensively about increasing the competence of school librarians in maximizing adaptive services in all eras. Descriptive method is used to describe and present research data obtained from the analysis carried out.

Research Location

This research was conducted in various school libraries in Indonesia. The libraries that became the research sites were public libraries, university libraries, and school libraries which were taken by sampling. Some of the libraries that became the research sites in this study were the Yogyakarta 1 Public High School Library, the Cangkringan 1 Vocational High School Library, the MA Mafaza Library, MIN 5 Demak and the Arkan Cendekia IT Middle School Library.

Informant Determination Techniques

Informants in this study were librarians who worked in various types of school libraries in Indonesia. The selection of informants was carried out using a purposive sampling technique, namely the selection of informants or sources based on certain considerations and criteria in accordance with the research conducted ([Sugiyono, 2018](#)). In this study the researchers selected informants in the form of librarians who had educational library backgrounds or librarians who worked in various school libraries. Librarians from SMA, SMK, MA, SMP, MIN and SD libraries. Besides that, the informant has made an increase in his competence. This informant investigation was conducted to find out the variety of activities carried out by librarians at the school level.



Data analysis technique

Data analysis begins with data collection. Data collection techniques used in this study are observation, interviews, and documentation analysis. Preliminary studies were carried out by observation, interviews were conducted with informants, namely librarians who work in the school library, and documentation analysis was carried out by analyzing several relevant documents. Test the validity of the data using the source triangulation technique. Source triangulation is carried out by repeatedly checking the results obtained from several sources, both from observations, interview results, and the results of documentation studies conducted. Presentation of data is done by reducing data, presenting data, and drawing conclusions.

Result and Discussion

Improving librarian competence needs to be done at every level of the library. This competency improvement needs to be carried out on an ongoing basis by participating in various activities, whether in the form of education, training, librarianship training or seminars. The Covid-19 pandemic and post-pandemic period basically taught librarians a lot. Many innovations and creativity need to be developed so that library services do not stop and are still needed by users. For example, the ability to use information technology needs to be mastered. School library services are usually in the form of physical services, in the sense that users have to come directly to the library to get the desired service. Now they have to adapt because the situation and conditions are starting to change. Librarians are starting to be restricted from coming to school because learning is carried out online. In this case, the library must be at the forefront in providing learning resources for users.

The competence of librarians must be honed and improved so that they can provide optimal services in an adaptive manner, both in the post-pandemic period and in the future. Based on the results of the research, it is known that increasing the competence of librarians, especially in school libraries so far, has been influenced by their tenure. The longer the librarian's tenure, the greater the desire to improve his competence. However, this is only until about the fifth year, then librarians will feel themselves capable and able so that there is a decline in the competence supporting activities they have.

In order to improve the competence of several librarians in the school library, they participate in seminars and training activities. The pandemic and post-pandemic periods have not reduced librarians' intention and enthusiasm to continue to develop themselves. Based on research results, the average librarian in the school library attends seminars and training held online or hybrid by institutions or other parties. The seminars that are attended are even more flexible and can be attended from anywhere and at any time, without interrupting service duties in the library. Interesting seminar and training topics for librarians in school libraries include library accreditation, librarian competency improvement, school library management, digital collections, and librarian education. Various interests are chosen by librarians, adjusted to their abilities and needs. Apart from participating in online seminars and training, librarians also improve their competence through learning, including some who learn from tutorials on the YouTube platform and also hold discussions with their friends.

Based on the SKKNI in the field of libraries, the skills, knowledge, and work attitude of a person in carrying out his work are packaged into three groups, namely the general competency group, the core competency group, and the special competency group. Based on the results of research conducted on librarians at the school level, an adaptive increase in librarian competency is reflected in the following:

General Competence Improvement

A person in carrying out his work is required to have competence in accordance with the field he is in. Librarians must have competencies related to librarianship in order to carry out their duties properly. With regard to general competence, librarians need to have skills in operating computers, preparing future work plans or work plans, and preparing reports in each of their activities. Based on the research results, several efforts to increase the general competence of librarians and library staff at the school level during the post-Covid-19 pandemic are as follows:

Computer Operation

Speed in obtaining information, in the midst of advances in information technology is a demand and benchmark for the quality of library services ([Aini & Istiana, 2018](#)). Librarians are trying to upgrade their knowledge by self-learning about the use of computers and information technology through tutorials on the internet. Another way to do this is by sharing knowledge with information technology staff at schools, discussing with fellow librarians, and self-taught on the YouTube platform. Some of these things need to be done considering the ability to use information technology is needed today. In order to serve users well, it is necessary to hone the ability to use information technology appropriately. The use of information technology in libraries also refers to Law no. 43 of 2007 which explains that libraries can utilize information and communication technology to develop their services according to the times. The operation of computers in libraries is not only in the field of processing (catalogs, data input, inventory, label printing, bar codes, loan and return services), but also in the development of libraries in the form of content, for example digital libraries. This is in line with the opinion of Wicaksono and Nurpratama, who explain that the use of ICT (Information and Communication Technology) in libraries can be used as a tool for library automation and development of digital libraries ([Wicaksono & Nurpratama, 2017](#)).

Compilation of Work Programs

In general, the preparation of library work programs is carried out at the beginning of a new school year. This aims at allocating the budget to the library to design a program of activities in one year. The librarian as the initiator needs to design an activity program that can be utilized by users to the fullest. In the post-Covid-19 pandemic period, several school-level librarians carried out self-improvement through technical guidance, seminars and workshops that were held online or in a hybrid manner. During the pandemic, several libraries competed in holding activities online, both paid and free. This can be used by librarians to improve their competence. Apart from that, several librarians also held discussions and knowledge sharing with librarians in other schools related to innovation programs that could be worked on by the school library. Some librarians also learn through many ways, including conducting searches on search engines regarding examples of work programs that can be implemented and adopted by their libraries.

Compilation of Work Program Reports

Each library will follow the work pattern of the institution that houses it, as well as the school library will follow the program set by the school. The preparation of the work program is carried out at the beginning of the school year. After the work program has been implemented, the next step is to prepare a work program report for each activity, be it a daily, weekly, monthly or annual program. During the post-Covid-19 pandemic, several librarians at the school level carried out self-development in this field through self-study either via the internet or asking directly with superiors in this context, namely leaders, discussing between librarians from



different agencies, and reading relevant articles or books. These efforts are made so that the reports prepared can be accepted and accounted for. This is relevant to the statement of [Hermawan and Prayoga \(2020\)](#) that work program reports can be an accountability tool as well as evaluation material in implementing a work program that is being implemented, so that the library that runs it can be properly controlled.

Core Competence Improvement

Core competencies are very important competencies for librarians, in order to carry out their duties properly. This competency includes skills in selecting, acquiring collections, creating catalogs, preserving collections, performing services (circulation, references, information retrieval), literacy activities, and the use of internet networks. Activities that aim to improve the competence of librarians can have a positive effect so that librarians are more creative and innovative in implementing competence abilities to library users ([Rinawati & Dewi, 2019](#)). Based on the research results, several efforts to improve the core competencies of librarians and library staff at the school level during the post-pandemic period are as follows:

Library Material Selection

The skills of librarians in selecting library materials needed by users have certainly been learned during college. But along with the times and information needs that are increasingly widespread, the criteria used in selecting library materials or information in libraries are also increasingly complex. Selection of library materials is also related to the collection policy in the library. Based on the results of interviews conducted by several librarians at the high school level, they analyze and update the collections owned by the library online. Collection updates are adjusted to the book selection guidelines set by the school. There are also those that involve users in book selection. Librarians in this context are teachers who fill in the need for new books on the Google Form, so that the books purchased will be more useful and optimal. In order to deepen knowledge about collection selection, several librarians also communicate and discuss with librarians in other agencies to share experiences. The quality of library collections is determined when selecting library materials ([Yulia & Sujana, 2009](#)). The quality of the collections presented to users will affect the service quality of a library, so it is necessary to increase competence in this field. Selection of library materials in a library is also based on a priority scale on the information needs of users, so that it will bring more benefits ([Wahyuni, 2019](#)).

Acquisition or Procurement of Library Information Resources

The process of procuring information sources in the library can be done in various ways including from purchases, gifts/ endowments/ grants, and exchange ([Yulia & Sujana, 2009](#)). Purchases can be made according to the budget in the library. This can work with distributors and publishers. Improving the competence of librarians in the post-pandemic period related to procuring information sources is carried out by sharing experiences with librarians outside institutions and learning through search engines related to electronic information sources.

Cataloging Capabilities

Cataloging is part of the processing of library materials in the library. This aims to facilitate retrieval of information in the library. Then it is necessary to make a catalog for each collection that is owned. Cataloging is the process of entering bibliographic data contained in collections ([Qalyubi et al., 2007](#)). At present most of the cataloging activities have gone through a computerized process which is presented in the form of OPAC (Online Public Access



Catalog). Improving the competence of librarians in the post-pandemic period related to cataloging is carried out by looking at examples of catalogs published by the National Library and Library of Congress. This can be used as a reference for cataloging collections. Besides that, they also discussed with librarian friends and learned from articles on the internet. In cataloging activities, it is often found that the call number is incorrectly entered or is not appropriate, so the librarian can share and correct the numbering.

Library Material Treatment

Collections of library materials will not last long if they are not cared for properly. Efforts to care for library materials can be called preservation and conservation of library materials. The goal is to maintain the viability of a collection, both print and digital. Efforts to maintain print collections can be done by physical maintenance, binding, repairing damaged parts, controlling room temperature and humidity, fumigation and others. Efforts to maintain electronic collections can be carried out by transferring media, preserving the technology used, refreshing, migrating, emulsifying, data archeology, and converting data into analog form ([Pendit, 2009](#)). Improving the competence of librarians in the post-pandemic period is related to the maintenance of library materials, namely online learning and through guidebooks on the maintenance of up-to-date library materials. Librarians also learn through webinar activities that discuss the preservation of library materials.

Improved Circulation Services

Service is at the heart of library activities. Provision of good service will reflect the image of the library. Librarians must always develop performance and quality so that services to users are maximized ([Azmar, 2015](#)). If users feel well-served, then there is satisfaction in library services. The concept of excellent service can be embedded when librarians carry out their duties in this section. Increasing the competence of librarians in the post-pandemic period with circulation services can be achieved by studying and discussing in webinar activities. In addition, several librarians also evaluate and analyze circulation services based on testimonials from users.

Reference Service Improvements

Reference services are another part of circulation services. As with circulation services, reference services also need to prioritize excellent service to users. Improving the competence of librarians in the post-pandemic period related to reference services, namely conducting an analysis of the required reference services by utilizing the latest information technology. Librarians also study and discuss in webinar activities to increase knowledge and add insight regarding reference services. Librarians are one of the important assets owned by libraries so that libraries need to carry out competency development through education and training as well as hiring employees who are in accordance with the qualifications determined in accordance with the quality of service in the expected reference section and can provide maximum service for users ([Febriyanto & Salim, 2020](#)). Efforts to increase this knowledge can improve librarians in serving users when searching for the information needed.

Improvement of Skills for Conducting Information Search

Information search is the process of a user searching for information with the aim of obtaining information according to user needs using information technology tools ([Sabriyanti et al., 2023](#); [Supit et al., 2023](#)). Searching for information includes 2 things, namely searching for information contained in the library and searching for information outside the library. Improving the competence of librarians in the post-pandemic period related to information



retrieval skills, namely by participating in webinars and discussions with fellow librarians to improve information literacy skills.

Library Promotion Capability Improvement

Library promotion aims to introduce the library to the user community ([Qalyubi et al., 2007](#)). Improving the competence of librarians related to promotion, namely learning with librarians from other agencies through joint discussions and webinars. In this era, promotions to attract the hearts of users can be done by maximizing the use of social media. In addition to disseminating information contained in the library, social media platforms can also be used to disseminate library content and even scientific information ([Kurniawan et al., 2022](#)).

Increasing Information Literacy Ability

Information literacy has been echoed several years before. Libraries have an important role in increasing literacy, one of which is by providing appropriate reading materials and providing understanding to users regarding information literacy skills. Increasing the competence of librarians in the post-pandemic period is related to information literacy, namely by discussing with fellow librarians and reading books and articles on the internet. There is a need to increase competence in this regard so that literacy programs in the library can run ([Septiyantono, 2015](#)).

Increasing the Utilization of Internet Network Capabilities for Library Services

Information and communication technology (ICT) in the library apart from being operational support is also a place to serve some of the collections contained in the library. Librarians must always hone their information technology skills so they can adapt to technological developments ([Narendra, 2015](#)). In this era collections, services, promotions, and others are served using the internet network. Librarians must be able to take advantage of the internet network for library development. Besides that, if trouble is encountered, the librarian needs to know how to handle it. In order to increase competency, librarians collaborate with the information technology team at the hosting institution to deepen knowledge regarding the use of the internet network, conduct discussions with fellow librarians from other agencies and engage in knowledge sharing on social media and independent study by reading related books/articles.

Core competencies must be possessed by librarians wherever they work, namely as their main weapon. These competencies are also values that are upheld by professional organizations and need to be developed ([Suradji, 2003](#)). As a librarian, of course, you need to improve your core competencies regularly so you can update your knowledge and adapt to the times.

Special Competency Improvement

In addition to core competencies, librarians are also required to have other competencies or what are commonly called special competencies. This competency is an advanced level of core competency that is more specific and self-developmental. The specific competencies of librarians include: designing and spatial planning, collection repair, producing secondary literature, complex information retrieval, conducting studies and writing scientific papers. Librarians at the school level have basically participated in developing their competencies during this pandemic, it's just that much is done online. Some librarians also feel that they still need to try, train themselves and learn, especially related to the production of secondary literature, research in the field of libraries, and writing scientific papers. It is still considered heavy. It was revealed by Thoyyibah in a previous study that most librarians have many deficiencies in specific fields, one of which is in the fields of writing scientific papers, studying



and producing secondary sources ([Thoyyibah, 2015](#)). Competency improvement related to design and spatial planning is carried out by librarians by means of inspirational studies through cyberspace in several libraries that have good interiors both at home and abroad. Competency improvement related to collection improvement is carried out by sharing with librarians elsewhere and participating in seminars or technical guidance. If the condition of the library collection is bad, many librarians involve third parties in repairing the collection. Competency improvement related to complex information search is carried out by attending many seminars, workshops, technical guidance, and information sharing related to information retrieval or information literacy. Increasing competence related to the production of secondary literature, making library studies, and writing scientific papers is carried out through seminars, workshops, technical guidance, online discussions related to these themes, besides that several librarians also try to take part in activities such as scientific work competitions, journal writing and so on. other.

Increasing competence in scientific fields needs to be honed and improved, considering that there are many HR (Human Resources) out there who have more competence, so librarians must continue to improve competence so that they are still needed and not displaced by other people or even by technology. Competence is the basic foundation of people's characteristics and indicates ways of behaving to think, equate situations, and support for long periods of time ([Wibowo, 2016](#)). One's perspective on librarians can be seen from the competence they have. If, during the Covid-19 pandemic, librarians had limited space for physical movement, this could be bridged by participating in training activities, guidance, and even seminars online. Seminars, training, technical guidance activities began to be held in a hybrid or offline manner. However, some librarians are starting to feel comfortable participating in competency improvement activities online and hybrid. This is considered more efficient in terms of cost and time. Hybrid and online competency improvement is more popular because it can be followed without having to leave the main job. This is an alternative for librarians to keep honing themselves and developing their competence. Covid-19 pandemic and the post-pandemic era are not an obstacle for librarians to continue to improve every competency they have. This really helps librarians to develop and create adaptive innovations.

Conclusion

After the Covid-19 pandemic, there must be a motivation to increase the competence of librarians. This is a momentum to continue to develop and improve ourselves because, in the future, the challenges will be even more severe. When compared to university libraries, school libraries have a more severe level of adaptation in providing services to users during the pandemic and post-pandemic era. Returning the spirit of offline learning by providing the right learning resources is a challenge in itself. This condition motivates school librarians to develop their competencies and create adaptive service innovations. Several activities carried out by librarians at the school level in improving their competence are by participating in various activities such as seminars, webinars, technical guidance, knowledge sharing online, hybrid, and offline. In addition, librarians also carry out independent learning by looking at video tutorials, and reading related books and articles. This helps librarians to develop and create adaptive innovations. Some of the obstacles experienced by librarians in efforts to increase their competence are: 1) participation in online activities is still constrained by the network and lacks focus on participating in activities because they are carried out simultaneously with other activities. 2) participation in offline activities for the school library is constrained in terms of financing.

Based on the results of research that has been conducted by researchers, there are difficulties experienced, namely researchers cannot conduct direct interviews with respondents.



This affects the data collection process because it is only done online, so the biggest obstacle is an unstable internet connection.

This research is an illustration of an effort to increase the competence of school librarians to improve innovative and adaptive services to certain conditions, especially in this case during the Covid-19 pandemic. This can be explored more broadly, bearing in mind that there are many types of libraries in Indonesia. Especially in terms of increasing the competence of librarians, so that it can become an evaluation tool for libraries to improve more innovative services.

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Authors' Contributions

All authors have contributed to the final manuscript. The contribution of all authors: conceptualization, methodology, formal analysis, writing original draft preparation, writing review and editing. All authors have read and agreed to the published version of the manuscript.

Conflict of Interest

All authors have no conflict of interest related to this study.

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