Calibrating Librarian Soft Skills with the Organizational Performance: A Transformation of Digital University Library

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Abstract. The rapid development of information and communication technology has affected various fields, including the university library. The challenges of the digital world and IT developments have resulted in all areas of library work using information technology such us verifying students' thesis at the university repository, entry book borrowings, registering library members, updating information on the library website, checking the barcode attendance in each given service at the library and many others. Nowadays, the university librarians have become digital librarians as people who involve in the Information and Communication Technology setting equipped with digital skills by implementing technology in libraries. Furthermore, librarians must acquire the updated skills in order to work efficiently in a digital library to fulfill the qualified librarian of digital librarianship.The implementation of digital libraries requires librarians who are competent not only in soft skill but also hard skill in the field of librarianship and technology. Regarding with soft skills, there are in the form of communication skills (especially in english), leadership, team work, decision making, integrity. This study conducts qualitative method by investigating the soft skills that librarians must possess to manage libraries digitally. The data gathered in this study was secondary data which cover journals, textbooks, government regulations and other literature. The data and method triangulations are conducted to confirm the validity of this research
Keywords: digital library, organizational performance, soft skill

I. Introduction

University Library is an organization within the university that also has some resources to achieve its goal. Daft (2000) mentioned that organization perform in specific act to achieve its objective by utilizing its resources. As an organization, the university library accelerates the university objective especially ones which relate with academic key performance indicator (KPI). The mentioned performance is about how far the achievement is related with the institution mission related with objectives, assets management, customer relation, and quality services. Kaplan and Norton (2001) also stated that organizational performance is the ability of an institution to achieve its goals in good manner by utilizing all resources it has.

The university library is now fully running in digital setting and this condition is strongly related with the organization performance. First, The university library is transforming into digital library. Shortly, as an organization within the university, it has to manage assets owned by the university in forms of books, journals, and other outputs which are not only in physical form but also digital ones. Everything turns into digital. Technology evolves inevitably. These changes are profoundly effect the role of libraries. A simple implementation in research field, such as the emergence of e-research, undeniably has brought about new ways implementing science across nations. These have stimulated librarian in giving new services, such as providing with the development of research data management plans, being the host of collaborative virtual research environments, running out university repositories, and distributing research findings through an open access system. Calarco et al (2016) mentioned that librarians carry out different kind of issued output and also curate many information that expects further usage and exploitation based on digital methods and tools.

Second, The setting of the university library in a digital context also contribute to the organization performance related with the digital service provided by the library. The UPN Veteran Jawa Timur Center Library has provided digital service to support its operational in giving library service to academics community (lecturers and students) i.e. official website (https://lib.upnjatim.ac.id) and Repository (https://repository.upnjatim.ac.id). The open access system for gaining document at the center library can be utilized for downloading e-journal subscribed (Cambridge and Springer Nature) by the university. This can be accessed via the library official website. Moreover, The development of unlimited communication technology networks via the internet has made university libraries provide information technology-based services to meet the information needs of various users. The development of information technology has changed information systems to the digital era and has had an impact on the development of library services starting in the areas of collection processing, collection maintenance, information retrieval and services to users. The development of applications for information, retrieving through search engines such as the Google search engine and chat GPT, have changed the library services, especially in information search behavior. Users prefer to use Google instead of searching for

information in the library. This condition requires librarians to be innovative and creative in providing services to users so that the university library remains a pleasant place and can meet users' information needs. Librarians, in a library as a medium for conveying information, can use various information packaging programs with various presentations (Christina, 2009).

Second, as mentioned previously in digital service context, other resources that need to be managed is the librarians as the tangible assets of the university library. Librarian can also develop information services that use digital technology in providing information services. The university libraries, now act as digital librarian as mentioned by Machlin-Mastromatteo (2009) that digital librarians are people who involve in the ICT setting equipped with digital skills by implementing technology in libraries. With digital library services, the role of librarians will shift from an emphasis on obtaining, processing, maintaining, storing and serving information to an emphasis on teaching, providing consultancy, research, maintaining democratic access to information, and working with computer experts and scientists in designing and maintaining systems. access to information (Ardiansyah, 2019).

Third, Librarians are a strategic part in achieving library and service organizational goals, therefore the number of librarians must be sufficient in terms of number and qualifications to carry out library programs and meet service needs. The librarian profession is obtained through education about libraries at the Bachelor and Diploma level. Librarians must understand the field of librarianship regarding cataloging, indexing, classifying, and must have added value skills and expertise in computers, application programming, website creation skills, mastering social media and English language skills. Related with the HR competence, the UPN "Veteran" East Java Library is a university library with 12 staff consisting of 3 librarians with Bachelor of Education majoring in Library Science, 1 graduate of Library Science postgraduate, 4 high school graduates, 1 management science graduate and 1 management science postgraduate graduate. The problem that is often faced by an institution or library agency is human resources who master the field of information technology.

Based on the above phenomena, researchers are interested in investigating on the librarian soft skills so that the university library is able to provide optimal services and programs to achieve the organization's key performance indicator.

II. Literature Review

Librarian

UU Number 43 of 2007 concerning libraries states that a librarian is someone who has competence obtained through librarianship education and or training and has the duties and responsibilities of carrying out library management and services. (Indonesia, 2007). A librarian is a person who is in charge or works professionally according to his field of expertise in the library and is responsible for management and service to users. The librarian's work includes managing collections processing and acquisition, cataloging, collections management, circulation, and providing reference, information, instruction, and training services. From the description above, it can be concluded that librarians are people who are competent in carrying out librarianship tasks.

Librarian Competency

Competence is related to work efficiency and effectiveness, and is based on agreement. That is, these unique competencies are basically used to serve the interests of society, as part of a service institution. (Pendit, 2020) The competence of librarians aims to support library organizations in providing services to users. Competence is an ability that must be possessed by a librarian in carrying out his profession. These competencies provide advantages for librarians. Librarians have expertise in carrying out their profession so that they are able to work effectively and efficiently, become good communicators, learn continuously and be able to face the challenges of changing times. These competencies are useful in improving the ability of librarians in the skills to search, collect, integrate and information competence which includes aspects of literacy, information, media literacy or computer literacy and network literacy (Aini & Istiana, 2019).

Digital Library

Digital library is a managed collection of information, with associated services, where the information is stored in digital formats and accessible over a network.(Arms, 2000). Digital library offers a platform where database management of library services is maintained. Moreover, digital library is said to be a collection of controlled and accessible information through the electronic device, system and format by adopting universal pattern and modes. The use of ICT in the field of library services has

reduced the growing cost of cataloging, preserving and making accessible of readable material in any form. Now after the revolutionary changes in the field of technology and due to frequent use of ICT in library services, it is very easy to maintain the vast collection of readable material in digital form. Therefore, digital library is termed as supplementary facility to tradition library for better retrieval and faster communication in the changing scenario of knowledge world.(Renu, 2018)

III. Research Method

The method in this research is Qualitative. This research uses data triangulation. The other triangulation used in this study is also regarding with data sources by collecting secondary data from various reading sources such as textbooks, journal articles, government regulation, and other sources relate with competency of digital librarian. The relevant data was collected, sorted and evaluated so the researcher can identify the librarian soft skill as the competency of digital librarian. This data triangulation can validate the result, support reliability, dependability and confirmability (Creswell & Poth, 2018).

IV. Results and Discussion

Challenges for Library

In the global information era of rapid change, expanding the global digital world with various information ages, librarians face various challenges, namely: (1) Information Explosion, rapid growth of information, required improvements in techniques in finding, storing and disseminating information. Digital libraries can meet all of these requirements. (2) Lack of ICT Training, under this condition, library needs to improve the staff's ICT skills, ability to be inventive, creative, imaginative, visionary and communication skills. Establishing a digital library without information technology refresher and library professional information retrieval skills is a difficult task. This kind of expertise and putting together a training program to handle and operate the latest technology in libraries is urgently needed. (3) Information Storage, the electronic information storage is the best alternative for solving space problems in libraries. Universities are gradually moving from investment to the physical presence of information for the creation of electronic access, for example: e-mail, internet, etc. (4) Technology issues, digital preservation is an issue for librarians/information managers, which ensures the maintenance, preservation and accessibility of digital collections, but is also a long term goal. Collections must be stored properly to save costs over the long term. Storage of digital material between one hardware/software to the latest system is a challenge in digital library development.(5)Funding, funding is the main problem of digitization i.e. the high cost of hardware and software. (6)Library Trustees, Librarians have the ability, knowledge and expectations that have been formed using the Internet, portable media, digital media and ICT. Libraries should develop e-learning systems to increase users and to serve increasingly diverse user groups.

Understanding the above challenges mentioned previously, all areas of library work nowadays is using IT. Current library knowledge is required to be able to follow the development of the user's behavior. Changes in information needs, changes in interacting with others, and in competing. Librarians need to change their view that it is necessary to grow a type of librarianship with a new perspective that is able to answer the challenges of digital media without leaving the old librarianship that is still needed (hybrid library). Only with qualified human resources (HR), in this case library management staff and librarian functional staff (through their knowledge) can we build the paradigm of Indonesian librarianship. (Wiratiningsih, 2010). There are 2 types of competency characteristics, First, Professional competence, namely those related to the knowledge of librarians in the fields of information resources, technology, management and research, and the ability to use this knowledge as a basis for providing library and information services. Second, individual competence, which describes a set of skills, behaviors and values possessed by librarians in order to work effectively, be a good communicator, always increase knowledge, be able to show added value, and be able to survive changes & developments in the world of work. From this description it can be concluded that librarians play a dynamic role, speed and accuracy in accessing information needed by users for educational and training purposes as well as self-development.

The Role of Librarians in the Development of Digital Libraries

A digital librarian's role is no different from those of a librarian in the processing of library materials, only digital librarians prepare more information needed by users through digital storage and

digital preservation, cataloging and classifying digitally (Afrizal, 2019). The role of librarians in changing traditional libraries into modern IT-based libraries includes (Sungadi, 2018):

1. The librarian as a gateway to the future and the past
2. Librarians as teachers or empowering
3. Librarians as knowledge managers
4. Librarians as network organizers of information resources
5. Librarians as advocates for the development of information policies
6. Librarians as community partners
7. Librarians as collaborators with technology service providers
8. Librarians as technicians
9. Librarians as information consultants

Soft Skill of Digital Librarian

To manage a digital library at the UPN Veterans Library in East Java, librarians must be proficient in information technology, manage information, be professionals in their field and besides that librarians must have soft skills that can support librarian competencies in the form of:

1. Lifetime learning

   To become a professional librarian is not enough just through formal education, but it is necessary to go through a process of continuous learning and self-development by exploring one's potential and abilities to become an expert.

2. Communication

   Using good communication techniques, librarians can bridge gaps, stay in touch, build trust, monitor performance and gain visitors/intensive users. Good communication helps in communicating messages effectively and improves coordination within the institution. Therefore, library professionals must have this competency to discuss and engage stakeholders such as students, staff and management.(Baviskar, n.d.) Communicate positively and effectively for dissemination of library services, training on journal use and others. (Iskandar, 2016)

3. Leadership

   Leadership is a style of working and motivating users. Leadership is seen from personal qualities, behavior style and decision-making ability of the leader. It's about getting people to move in the right direction and motivating them to achieve the desired results. It is the most important skill that librarians need to achieve their goals of using the library. As a leader, librarians must have good relationships with management, staff and users.(Baviskar, n.d.)

4. Team Work

   Working with other people in the team cannot be neglected and these skills must be renewed because workers need to relate to other people. People work inside partners, teams in addressing local, national and even international. Contact others is a must to continue the work to teammates (Sawitri & Rini, 2021). People work in teamwork in managing information and providing information services to users (Lasa, 1993). Librarians must be able to work as a team between one section and another, helping each other, supporting, complementing and collaborating in processing the information they have (Rodin, 2017).

5. Decision making

   Managers of library and information services have always based their decisions on professional judgment, experience, and knowledge of their users' and employers' requirements (Brettle and Urquhart, 2018).

6. Networking

   Librarians are active in professional organizations such as the Indonesian Librarians Association (IPI) and through the Higher Education Library Cooperation Forum (FPPTI) and the State University Library Forum (FKP2TN)

7. The value of completeness in work and the value of integrity

   The value of completeness in work and the value of integrity is the value that is produced when the librarian thinks that the librarianship task entrusted to him is a calling or a professional demand. (Iskandar, 2016)

V. Conclusion

The transformation of university library into digital library must align with the institution mission so that it can lead to the organizational performance. Strategies to achieve organizational performance must be set. For the development of the UPN "Veteran" East Java digital library, it is necessary to have librarians and staff who are competent in having soft skill related with the digital library performance such as communication, leadership, team work, decision making, networking, integrity.

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