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*Implementation of Knowledge Management Between
The Competencies of Librarians in The Library of
Bung Hatta University Padang, West Sumatra*

*Implementasi Manajemen Pengetahuan Terhadap
Kompetensi Pustakawan di Perpustakaan Universitas
Bung Hatta Padang, Sumatera Barat*

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Abstract

Background of the study: Background of the study: There are concerns that knowledge and education gaps may arise due to differences in education between librarians with academic backgrounds in Library and Information Science and those with academic backgrounds outside Library and Information Science, as well as low technological proficiency among librarians, causing disadvantages and hindering the implementation of knowledge management.

Purpose: This research aims to explore the implementation of knowledge management by librarians at the Bung Hatta University Library, Padang, West Sumatra, and assess their level of competency

Method: This research aims to explore the implementation of knowledge management by librarians at the Bung Hatta University Library, Padang, West Sumatra, and assess their level of competency

Findings: The results of the interviews showed that the implementation of knowledge management by librarians in the library was quite good, and the level of competence of librarians was assessed as high by both sources. There is a positive relationship between the implementation of knowledge management and librarian competence, confirming the importance of implementing knowledge management in improving the quality of library services and developing librarian professionalism. It was also found that the differences in educational background and experience between librarians who graduated in library science and those who only took library training can complement each other in efforts to improve the implementation of knowledge management in the Bung Hatta University Library.

Conclusion: Effective knowledge management, strong collaboration between librarians, and continuous evaluation are the keys to strengthening the quality of library services in the university environment.

Keywords: implementation of knowledge management; librarians; competency level; Bung Hatta University Library

Abstract in Indonesia

Background of the study: Dikhawatirkan kesenjangan pengetahuan dan jenjang akan muncul karena adanya perbedaan pendidikan antara pustakawan yang berlatar belakang akademis di bidang ilmu perpustakaan dan informasi dengan pustakawan yang berlatar belakang akademis di luar ilmu perpustakaan dan informasi, serta rendahnya kemampuan pustakawan dalam memanfaatkan teknologi menimbulkan kerugian dan menghambat proses implementasi manajemen pengetahuan

Purpose: Penelitian ini bertujuan untuk mengeksplorasi implementasi manajemen pengetahuan oleh pustakawan di Perpustakaan Universitas Bung Hatta, Padang, Sumatera Barat, serta menilai tingkat kompetensi mereka.

Method: Metode penelitian yang digunakan adalah pendekatan kualitatif dengan metode deskriptif. Data dikumpulkan melalui wawancara dengan dua narasumber kunci: Dr. Suparno, M.Si (Kepala Perpustakaan) dan Erly Wahyuni, A.Md (Pustakawan Senior).

Findings: Hasil wawancara menunjukkan bahwa implementasi manajemen pengetahuan oleh pustakawan di perpustakaan tersebut sudah cukup baik, dan tingkat kompetensi pustakawan dinilai tinggi oleh kedua narasumber. Terdapat hubungan positif antara implementasi manajemen pengetahuan dan kompetensi pustakawan, menegaskan pentingnya penerapan manajemen pengetahuan dalam meningkatkan kualitas layanan perpustakaan dan pengembangan profesionalisme pustakawan. Ditemukan juga bahwa perbedaan latar belakang pendidikan dan pengalaman antara pustakawan lulusan ilmu perpustakaan dan yang hanya mengikuti pelatihan perpustakaan dapat melengkapi satu sama lain dalam upaya meningkatkan implementasi manajemen pengetahuan di Perpustakaan Universitas Bung Hatta.

Conclusion: Pengelolaan pengetahuan yang efektif, kolaborasi yang kuat antar pustakawan, dan evaluasi yang terus-menerus menjadi kunci dalam memperkuat kualitas layanan perpustakaan di lingkungan universitas.

Kata kunci: implementasi manajemen pengetahuan; pustakawan; tingkat kompetensi; Perpustakaan Universitas Bung Hatta

Introduction

The successful organization of a library depends on having adequate human and financial resources, procedures, coordination, and specific guidelines. Continuous coordination among departments within the organization is necessary. An organization involves any form of relationship between two or more people working together to achieve a common goal, formally bound in a hierarchical structure, where there is always a relationship between someone or a group of people called leaders and someone or a group of people called subordinates.

In a library organization (Sulistyo, 1991), services are the main element in achieving the success of the library organization. This is because services are the part that directly interacts with users in disseminating information and utilizing the library's services and facilities. Many argue that library services are the core of library activities. In other words, without service activities, there is no library (Sulistyo, 1991). The essence of library services is to meet the information needs of users accurately and promptly by providing materials and user-oriented search functions. This effort aims to provide information services with high user satisfaction, affecting the library's image quality and ultimately influencing users' satisfaction with library services. If users are satisfied, they will return to use library services again.

From the perspective of library benefits (Sulistyo, 1991), the general goal of providing library services is to ensure that the library materials provided can be optimally utilized by users. Library materials collected, processed, and organized in a library will be meaningless if not optimally utilized by users. Optimal utilization of library materials is achieved through proper library management, including providing library resource services, information dissemination activities, library promotion activities, and creating an environment that encourages increased reading interest. Optimal utilization of library materials is achieved through proper library management, including providing library resource services, information dissemination activities, library promotion activities, and creating an environment that encourages increased reading interest.

The challenges librarians face when accessing information in the library are relatively similar. However, because librarians have different skills, there are variations in their responses, and users are dissatisfied with the services provided. All librarians should be able to provide maximum information services. As librarians share knowledge to solve the problems they face, they need to understand what knowledge management is. Knowledge management (Dalkir, 2011) is the harmonious combination of creating, acquiring, organizing, accessing, and utilizing an organization's intellectual assets to achieve organizational goals.

Knowledge management (Dalkir, 2011) has benefits divided into four aspects: identifying key assets and knowledge within the library, reflecting on what the organization knows, sharing all knowledge with those who need it, and applying knowledge to improve organizational

performance. Systems supporting knowledge management provide specific functions related to communication (email and discussion forums), coordination (shared calendars and task lists), collaboration (shared workspace), and control (internal audit trails and automatic version control)

Knowledge management systems clarify workers' perspectives as knowledge workers by providing ways to create and actively contribute knowledge. A knowledge management system supports many information functions, including:

1. Receiving and organizing, capturing, and storing.
2. Searching and accessing.
3. Creating and refining.
4. Integrating, organizing, and transforming.
5. Tracking.

The above functions of a knowledge management system enable multiple individuals to coordinate essential activities to share and reuse artifacts to achieve a goal. This means that knowledge management systems help convey the fundamental nature of work or expertise.

Essentially, knowledge management is integral to an organization, including libraries, because libraries are also organizations. In fact, knowledge management in libraries is mentioned as a daily activity. The Bung Hatta University Library has been operating in line with the establishment of Bung Hatta University on April 20, 1981, by the Wawasan Nusantara Educational Foundation (now: Bung Hatta Educational Foundation) with the approval and permission of the Indonesian Ministry of Education and Culture through the Coordinator of Kopertis Region I. Before occupying the current building I (read: i), the library occupied different spaces over several periods. From the beginning of its operation until 1993, the library moved several times, from the U-shaped building to the E building (currently the Rectorate). The library has been led by several heads, including Suafni Chalid, SIP (1981-1983), Sabaruddin Badaruddin, SH (1983-1988), Drs. Nawir Muhar and Drs. Zulfadli (1988-1993). By the end of 1993, the library had a collection of 7,478 titles; 29,270 copies.

Since 1993, the library has occupied a permanent building, building I (the current library), and in 1995, the library started planning to use information technology for user benefits. A year later, a LAN (Local Area Network) was installed to facilitate user access to bibliographic data, especially textbooks available in the library, with a total of 11,000 entries. In 1999-2000, Saufni Chalid, SIP was reappointed as the head of the UPT. Bung Hatta University Library for the second time. During this period, the library started cooperation with LIPI regarding the Warung Informasi dan Teknologi (WARINTEK). The number of library staff at that time was 16, and this period was marked by the opening of a branch library service at Campus III, Jl. Gajah Mada Gunung Pangilun, Padang. This library serves the academic community of the Faculty of Industrial Technology, with collections limited to subjects or fields of electrical, mechanical, chemical, and industrial engineering, and the Campus III library is led by a head equivalent to a Section Head overseeing 2 subsections. In 2000, Dr. Drs. Welya Roza, M.Pd. was appointed as the head of the library. During this period, the library continued its cooperation with PDII-LIPI by signing an agreement to manage WARINTEK. The library also started planning for LAN development.

According to the staffing data of Bung Hatta University Library, it is known that the education levels of librarians vary. Out of 7 librarians, only 4 have formal education in Library and Information Science. The others became librarians through Empashing and CPTA. The LSP (Librarian Certification Body) stated that knowledge aspects in librarian competence as a profession are obtained through formal education. This statement aligns with the National Library Standards (SNP 010:2011) point 2.13, which states that the minimum education for university librarians is a bachelor's degree in Library and Information Science.

There are concerns that knowledge and education gaps may arise due to differences in education between librarians with academic backgrounds in Library and Information Science

and those with academic backgrounds outside Library and Information Science, as well as low technological proficiency among librarians, causing disadvantages and hindering the implementation of knowledge management. One benefit of knowledge management is to help improve staff performance. These knowledge differences are feared to negatively impact librarian abilities. In general, the competencies that professionals, including librarians, must possess are professional and personal competencies. Professional competence refers to technical abilities and details in the librarian field, while personal competence includes strategic thinking, policy formulation, foresight, strategic planning, management, and communication skills.

Therefore, Bung Hatta University Library should encourage librarians to take competency tests, as competent librarians are expected to provide optimal information services to users. Regarding the implementation of knowledge management, it is hoped that librarian competencies at Bung Hatta University will increase and serve as an evaluation tool for the knowledge management implementation process and librarian competencies, so Bung Hatta University Library can provide excellent information services to its users.

Method

The research method employed by the researcher in this study is a qualitative approach with a descriptive method. The research method utilized is qualitative. "Methodology is the process, principles, and procedures we use to approach problems and seek answers" (Mulyana, 2008: 145). According to Sugiyono (2007: 1), qualitative research method is a research used to examine natural objects where the researcher acts as the key instrument, data collection techniques are done in combination, data analysis is inductive, and qualitative research results emphasize meaning rather than generalization. Qualitative research aims to maintain the form and content of human behavior and analyze its qualities, rather than converting them into quantitative entities (Mulyana, 2008: 150). The purpose of this descriptive research is to systematically, factually, and accurately describe the facts, properties, and relationships among the phenomena under investigation.

Data Collection Techniques

In this qualitative research, data collection techniques involve observation, interviews, and documentary studies.

1) Observation

Observation is conducted by observing the performance of librarians, especially the comparison between librarians who graduated in library science and graduates in Empushing.

2) Interviews

Interviews are used to supplement data and obtain accurate information from two main informants, namely the head librarian of Bung Hatta University and a senior librarian in the library.

3) Documentary Studies

Documentary studies are necessary to deepen the research analysis.

In determining informants, the researcher uses purposive sampling technique, where informants are selected according to the criteria and needs of the research. The researcher will conduct interviews with two relevant sources, namely Dr. Suparno, M.S., as the head librarian of Bung Hatta University and Erlya Wahyuni, A.Md., a senior librarian, to gain an understanding of the implementation of Knowledge Management by Librarians in Bung Hatta University Library.

Result and Discussion

Based on the interviews and observations conducted, the author can delineate the

implementation of knowledge management carried out by librarians at Bunghatta University Library, Padang. In the interview with Dr. Suparno, M.Sc., the head librarian of Bunghatta University, the researcher posed three questions:

1. How do you perceive the level of knowledge management implementation by librarians at Bunghatta University Library, Padang?
2. What is your assessment of the competency level of librarians at Bunghatta University Library, Padang?
3. Do you believe there is a relationship between the implementation of knowledge management by librarians and their competency level in this library?
4. Differences in Competency between Librarians Graduated in Library Science and those Who Attend Library Training?

With these four questions, the researcher obtained insightful answers regarding the implementation of knowledge management, with the interview responses from Dr. Suparno, M.Sc., as follows:

1. In my opinion, librarians at Bunghatta University Library, Padang, have successfully implemented knowledge management. They have utilized various technologies and strategies to efficiently manage knowledge, such as digital knowledge management systems and regular training.
2. From my observation, the competency level of librarians here is quite high. They possess solid knowledge of library information systems, cataloging, and user services. Additionally, their ability to use information technology is very adequate.
3. I am confident that there is a positive relationship between the implementation of knowledge management by librarians and their competency level. By implementing effective knowledge management practices, librarians can enhance their ability to provide quality services to users.
4. Based on my experience, librarians who graduated in library science typically have a deeper understanding of concepts and theories in the library field. They have acquired systematic knowledge through formal education. On the other hand, librarians who attend library training may have more practical and up-to-date knowledge about technology and trends in the library industry. Both have equally important values in improving library service quality.

Following the interview with Dr. Suparno, M.Sc., as the head librarian of Bunghatta University, Padang, the researcher also interviewed Erlya Wahyuni, A.Md., as a Senior Librarian at Bunghatta University Library, Padang, with the following interview questions:

1. How do you perceive the level of knowledge management implementation by librarians at Bunghatta University Library, Padang?
2. What is your assessment of the competency level of librarians at Bunghatta University Library, Padang?
3. Do you believe there is a relationship between the implementation of knowledge management by librarians and their competency level in this library?
4. Differences in Competency between Librarians Graduated in Library Science and those Who Attend Library Training?

From the results of these questions, the researcher obtained insightful answers from Erlya Wahyuni, A.Md., namely:

1. From my experience, librarians at Bunghatta University Library, Padang, have successfully implemented knowledge management. They actively use various technologies and methods to effectively manage knowledge.
2. I assess the competency level of librarians here as quite high. They have a strong understanding of library information systems, cataloging, and user services. Their ability to use information technology is also very good.

3. I believe that effective implementation of knowledge management can help improve the competency level of librarians. By applying good knowledge management practices, librarians can become more efficient in their tasks and enhance library service quality.
4. From my observation, librarians graduated in library science tend to have a deeper understanding of basic concepts and traditional practices in library management. Meanwhile, librarians who attend library training may excel in adopting the latest technology and facing challenges related to information environment changes.

From the interviews with Dr. Suparno, M.Sc., and Erlya Wahyuni, A.Md., it can be concluded that the implementation of knowledge management by librarians at Bunghatta University Library, Padang, is quite good. Librarians graduated in library science generally have advantages in deep theoretical and conceptual understanding of basic principles of library management, cataloging, classification, and collection maintenance. They have undergone structured and directed formal education, enabling them to acquire systematic knowledge in this field. Additionally, they may have better skills in research and information analysis, as well as understanding ethics and policies in library management.

On the other hand, librarians who only attend library training may be more focused on the practical aspects of library work. They may have more up-to-date knowledge about information technology and library software, as well as the skills needed to operate modern library management systems. Although they may not have a deep understanding of theory and concepts, they can be very skilled in implementing practical solutions to everyday problems in library management.

In the context of knowledge management implementation, librarians graduated in library science may be better able to develop long-term strategies for knowledge management and dissemination in the library. They may have a better understanding of how to build and maintain knowledge databases, identify and address user information needs, and manage and promote relevant information resource collections.

Meanwhile, librarians who only attend library training may be more skilled in implementing new technologies and digital tools for knowledge management. They can help integrate digital knowledge management systems into the daily operations of the library and provide training and technical support to other staff. Although they may need further guidance in planning and developing knowledge management strategies, their practical skills can be valuable assets in performing practical tasks in the library context.

Thus, the diversity in educational backgrounds and experiences between librarians graduated in library science and those who only attend library training can complement each other in efforts to improve knowledge management implementation at Bunghatta University Library, Padang. Both types of librarians have valuable contributions in optimizing the utilization of knowledge and information resources in the library, which in turn will enhance the quality of library services and professionalism overall.

Conclusion

The implementation of knowledge management by librarians at Bunghatta University Library, Padang, has reached an adequate level. Both sources indicated that the competency level of librarians in the library is highly regarded, demonstrating their strong ability to manage knowledge and provide quality services to users. Additionally, there is a positive relationship between the implementation of knowledge management and the competency of librarians. This underscores the importance of knowledge management implementation in enhancing the quality of library services and the professional development of librarians.

It was also found that the differences in educational backgrounds and experiences between librarians graduated in library science and those who only attend library training can

complement each other in efforts to improve knowledge management implementation at Bung Hatta University Library, Padang. This conclusion emphasizes the importance of effective knowledge management in enhancing the quality of library services. By continuously strengthening training programs, optimizing knowledge management, fostering collaboration among librarians, and conducting ongoing evaluations, it is expected that Bung Hatta University Library can continue to develop and make a significant contribution in supporting academic and research activities within the Bung Hatta University community.

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