

Role of Tacit Knowledge in Library Material Organization: Case Study on Librarians at Library Material Organization Division of National Library of Indonesia

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ABSTRACT

This article discusses a miscellany of things occurring in library material organization. Certainly, we realize that cataloguing librarian holds important role in library material organization process. In line with the process, to create a systematic and efficient work flow, Library Material Organization Division applies Standard Operational Procedure of Library Material Organization. Qualitative approach with case study method is used to find out cataloguing librarians' interpretation towards SOP. Through interview and observation, it is found that there is tacit knowledge owned and used by cataloguing librarian to help speed up completing their tasks. The tacit knowledge is very unique in its practice. Further research is required to determine appropriate method to explicit the tacit knowledge so as to be beneficial and used by other cataloguing librarians to complete their tasks.

Keywords: Tacit Knowledge; Cataloguing; Librarian; National Library of Indonesia

INTRODUCTION

As patron library, National Library has the task of providing correct examples of varied aspects in library management. One of it is library material organization aspect. Library material organization component is an activity of preparing document contextual metadata, arranging information object through document model, creating new document to provide special service, creating index, abstract, describing document and physical completeness of document so as to be ready to use by library users. Library material organization activity in general consists of descriptive cataloguing, subject cataloguing and post-cataloguing.

In his book titled *The Librarian's Book of Lists* (Chicago: ALA, 2010), George Eberhart stated that library should continuously adapts to changes, in order to be the backbone

of information source provider and not be abandoned. So dynamic and abundant information current these days that it is a challenge in providing fast and accurate information. Therefore, it requires synergy from all components in a library, namely: collection development, library material organization, library service and library material preservation. All of those components should be available and each has its own main task and function in achieving the objectives in accordance with predetermined vision and mission.

Discussing how library users obtain information in a library, we are going to think of how a library material is organized. Library material organization holds an important role in the speed and accuracy of information search through catalogue. Catalogue is generated from cataloguing activity, in which librarian has important role in the process. Cataloguing activity has always been an interesting issue, in which librarian involvement is quite dominating in the process. Some librarians with different education, position, cultural backgrounds, characters cooperate in generating bibliographic information useful in information retrieval.

Formerly research on tacit knowledge in librarians, especially cataloguing librarians has never been done. The researcher also conducted a search of librarians in public libraries in other countries that used methods of processing library materials such as those conducted at the National Library of Indonesia. But the researchers could not find it.

In order working process to be uniform, library arranged Standard Operational Procedure whose aims is library material organization consistency and accuracy. Librarians are required to work according to predetermined SOP. Although SOP is readily available, it is necessary to find out if interpretation of every librarian towards SOP is the same? Is there any possibility that a librarian has tacit knowledge that he has been keeping for himself all this time? Such are the issues to be researched in this article.

This research aims to know the interpretation of librarian on cataloging library materials towards standard operational procedure. Despite of how they identify the implementation of tacit knowledge in its process.

LITERATURE REVIEW

Tacit knowledge

Knowledge is data and information combined with ability, intuition, experience, idea, motivation from competent sources (Nonaka and Takeuchi as cited in Dalkir, 2011). Meanwhile, according to Tobing, knowledge is information having been analyzed so as to be understood and used to solve problem and make decision (Tobing, 2007:15).

According to Polanyi, knowledge is divided into two types (Polanyi as cited in Dalkir, 2011), namely:

1. Tacit knowledge is knowledge mostly stored in an organization. Tacit knowledge is something we know and experience but it is difficult to express clearly and completely. Tacit knowledge is difficult to be transferred to others because the

knowledge is stored in each individual's brain in an organization in line with their competence.

2. Explicit knowledge is knowledge and experience on 'how to' described straightforward and systematically. The example is a manual book on machine operation or explanation given by an instructor in a training programme.

Thus, organization should be skillful to transform tacit knowledge into explicit knowledge and back to tacit which can encourage innovation and development of new products. From the above statements, it can be concluded that knowledge is information having been analyzed which can be used as foundation to act, solve problem, make decision and to take certain direction or strategy.

Sharing knowledge is a reciprocal process in which individuals exchange knowledge (tacit and explicit knowledge) and together create new knowledge (solution) (Desouza, 2002). One of objectives of this definition is to provide and collect knowledge, in which providing knowledge by communicating knowledge to others about what someone has and collecting knowledge referring to consultation with co-workers by sharing information they have (Dalkir, 2011:24).

Tacit Knowledge Role in Work Environment

In ancient times, humans conveyed experience, work and anything they experienced to the next generation using verbal language. At the present time, especially at work, humans are more open in performing communication and sharing all the things about idea, experience and knowledge in their heads. All thoughts and knowledge within every human, or more often called as tacit knowledge can actually be organization power in its process to be a learning organization. Wagner and Sternberg (1987) as cited in Smith (2011) stated that the ability to obtain and process tacit knowledge is managerial success key. In other words, human resources and all their knowledge would be useless when organization cannot reach, select, transform, record and archive tacit knowledge potency. Tacit knowledge can be organization potency through conversion process known as knowledge creation process in an organization. Nonaka (1991) as cited in Smith (2011) explained patterns of knowledge creation:

1. From tacit to tacit – learning by means of observation, imitation and practice or socialization through specific ways to perform a particular task, such as concept of peer mentoring.
2. Explicit to explicit – combining pieces of explicit knowledge into one new knowledge, for example the use of data sources to arrange financial report.
3. From tacit to explicit – recording discussion, description and innovation in the form of manual, and using it to create new product. Conversion from tacit knowledge into explicit knowledge can be interpreted as process of expressing something which cannot be expressed (Stewart, 1997).
4. From explicit to tacit – reframing or interpreting explicit knowledge using someone's viewpoint so that the knowledge can be understood and internalized or accepted by other people.

It is necessary to be understood that every organization has different basis of knowledge and organization culture. Transfer of valuable information sometimes has implications in terms of time being used, passion and technology. Employees in an institution have to be stimulated and motivated to always perform communication and information transfer so that tacit knowledge can be utilized.

Library Material Organization Division (National Library of Indonesia)

National Library is a non-department governmental institution which performs governmental duties in library functioning as patron, reference, deposit, research, preservation library and centre of library network located in nation’s capital (Act of Republic of Indonesia No. 43 of the year 2007).

As patron library, National Library has the task of providing correct examples of varied aspects in library management. Furthermore, in article 7 of Act of Republic of Indonesia No. 43 of the year 2007, it is mentioned that one of government’s obligation is to increase quality and quantity of library collection. In the organizational structure of National Library of Indonesia, the task, one of which is carried out by Library Material Organization Division under the Deputy of Library Material and Information Service Development.

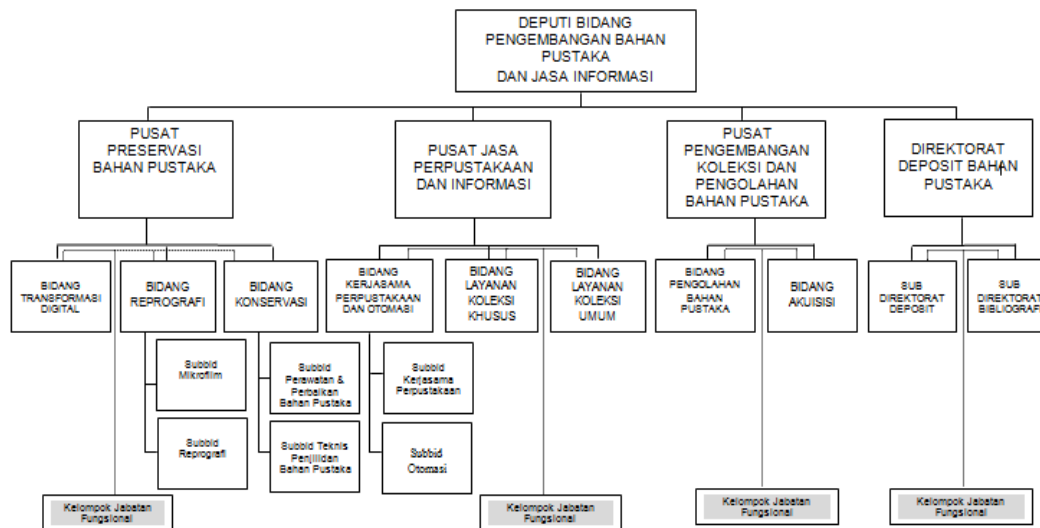


Figure 1: Organizational Structure of Deputy of Library Material and Information Service Development

In order to provide quality information for library users, Library Material Organization Division, as “the kitchen” of library, carries out library material organization in accordance with Decree of National of Library of Indonesia Director No. 3 of the year 2001 which performs the functions:

- a. Library material cataloguing, classification and post-cataloguing;
- b. Library material verification;
- c. Data entry into database;

- d. Arrangement, implementation and development of names, corporate body and subject headings.

Library Material Organization Division Librarians

Library Material Organization Division, in performing its functions, is inseparable from librarian's roles. Librarian is someone who has competence obtained from librarianship education and/or training as well as has the task and responsibility to perform library management and service (Act of Republic of Indonesia No. 43 of the year 2007).

Specifically, based on its responsibility and needs, Library Material Organization Division librarians can be called as Cataloguing Librarians.

Cataloging librarianship is, at its heart, about service. Cataloging librarians provide customer service, through their work, to thousands of users who use library catalogs and databases on a daily basis, as well as supporting future library users. They create coherent catalogs, which enable a reliable search experience for users, many of whom use the catalog remotely without access to a librarian who can interpret results or respond to questions (American Library Association, July 25, 2007).

Cataloguing librarian has great responsibility in information retrieval process at library. Whether or not a collection is found in OPAC, is heavily depended on the catalogue quality itself. According to Sung, Myung Gi, there are ten important qualities to succeed in making catalogue (Sung, Myung Gi, 2013), namely Competence, Accuracy, Efficiency, Consistency, Adaptability, Judgment, Problem Solving, Commitment, Research Ability, Self-Discipline.

Standard Operational Procedure

In order library material organization process to be uniform, library arranges Library Material Organization Standard Operational Procedure. This SOP is arranged with the purpose of library material organization consistency and accuracy.
















NO	KEGIATAN	PELAKSANA			MUTU BAKU			KETERANGAN
		KAPUS	KABID	PUSTAKAWAN	KELENGKAPAN	WAKTU	OUTPUT	
1	Kepala Pusat menugaskan kepada Kepala Bidang Akuisisi dan Kepala Bidang Pengolahan				Agenda Kerja	15 menit	Disposisi	
2	Kepala Bidang Pengolahan memberikan arahan teknis kepada pustakawan di bidang pengolahan				Program kerja	1 menit/jdl	Daftar Kegiatan	
3	Koordinator kegiatan dibantu oleh anggota menerima dan memeriksa kesesuaian bahan perpustakaan dengan daftar pengiriman dari Bidang Akuisisi				Daftar Pengiriman	2 menit/jdl	Dokumen penerimaan	
4	Koordinator kegiatan dibantu oleh anggota mendistribusikan bahan perpustakaan kepada pustakawan di Bidang Pengolahan Bahan Pustaka untuk diolah				Daftar Distribusi dan bahan perpustakaan	1 menit/jdl	Dokumen Pendistribusian	
5	Pustakawan memverifikasi data bahan perpustakaan di pangkalan data INLIS untuk mengetahui keberadaan data deskripsi bibliografinya				Bahan Perpustakaan dan Pangkalan Data INLIS	3 menit/entri	Hasil Kegiatan Verifikasi Data	
6	Pustakawan membuat deskripsi bibliografi buku baru dan menentukan tajuk entri utama dan tambahan				Bahan Perpustakaan, Pangkalan Data INLIS, dan Pedoman	10 menit/entri	Hasil Kegiatan Deskripsi Bibliografi	
7	Pustakawan menganalisis subjek dan menentukan tajuk subjek buku baru				Bahan Perpustakaan dan Pedoman	10 menit/entri	Hasil Kegiatan Analisis Subjek	
8	Pustakawan menentukan notasi klasifikasi untuk buku baru				Bahan Perpustakaan dan Pedoman	7 menit/entri	Hasil Kegiatan Klasifikasi	
9	Pustakawan memeriksa kebenaran dan ketepatan deskripsi bibliografi, tajuk entri utama dan tambahan, tajuk subjek dan notasi klasifikasi buku baru di pangkalan data				Bahan Perpustakaan, Pangkalan Data INLIS, dan Pedoman	5 menit/entri	Hasil Pengoreksian Data	
10	Pustakawan memindai, menyunting dan mengunggah sampul buku ke data katalog di pangkalan data				Bahan Perpustakaan, Scanner, dan Pangkalan Data	5 menit/judul	Hasil Pemindaian dan Penyuntingan Data	
11	Pustakawan mencetak dan menempel label nomor panggil pada buku baru				Bahan Perpustakaan, Printer Label, dan Pangkalan Data	4 menit/entri	Hasil Pencetakan Label	
12	Pustakawan men-tag dan menempelkan RFID pada buku baru				Bahan Perpustakaan dan Mesin Tagging RFID	2 menit/entri	Hasil Tagging RFID	
13	Pustakawan membuat daftar pengiriman buku baru				Bahan Perpustakaan dan Daftar Pengiriman	2 menit/jdl	Laporan Pengiriman	
14	Pustakawan mengirimkan bahan perpustakaan ke Bidang Layanan Koleksi Umum dan Koleksi Khusus				Bahan Perpustakaan dan dokumen pengiriman	5 menit/jdl	Tanda Terima Pengiriman	
TOTAL WAKTU						55 menit/jdl		

Figure 2: Library Material Organization Standard Operational Procedure

However, at the present time library world changes rapidly. Changes in library world such as library material quantity being organized, library material types and format,

tools used in organizing library material are challenges faced by librarians, especially Cataloguing Librarians. The changes certainly influence workflow and librarian workload.

Librarians are inseparable from varied challenges. Concerning library material organization division, there are several challenges which should be faced at the present time:

1. Performing several tasks simultaneously;
2. Lack of long-term and short-term planning;
3. Communication difficulties due to objective and subjective factors (Xuezhi,2014).

RESEARCH DESIGN

Research in this writing uses qualitative approach with case study method, which is an approach to understand an issue or problem using a case (Creswell, 2007).

Analysis Unit

Analysis unit in this research is librarians at Library Material Organization Division of National Library of Indonesia. In order to support and intensify analysis, researcher collects data from several informants. Informants are selected by purposive sampling, that is selection based on criteria determined by researcher. Library Material Organization Division work unit as research location has 33 (thirty three) employees led by head of division. Of all employees, 28 (twenty eight) people are librarians and 5 (five) others are in charge of administration.. To get in-depth information, researchers took 2 librarians as informants namely:

Table 1: Informant Data

Informant	Level	Criteria
YRW	Middle Librarian	<ul style="list-style-type: none">- Graduated from Japanese Literature- Has been working for 15 years
SMY	Senior Librarian	<ul style="list-style-type: none">- Master of Library and Information Science Degree- Has been working for 25 years

Data Collection Method

Data in this research is collected through observation and interview. According to Creswell, research data can be collected through three basic activities, namely observation, interview and document study. In this research, researcher uses two activities, interview and observation.

Data Analysis

Data analysis process in this research is conducted through testing process and study of all collected data to be concluded based on theory used here. The stages in analysis include: data reduction, codification, data presentation and interpretation as well as conclusion.

RESULTS

Library material organization at National Library of Indonesia is a fundamental activity as part of library service management in Indonesia. Work unit responsible for this activity is Library Material Organization Division.

This work unit at National Library of Indonesia has 33 (thirty three) employees led by head of division. Of all employees, 28 (twenty eight) people are librarians and 5 (five) others are in charge of administration. In performing information organization, librarian uses Standard Operational Procedure functioning as main guidelines for employees for information organization work. This SOP consists of 14 (fourteen) activities. Seven activities are performed by librarians, two activities by head of division and 5 activities by administration employees. (SOP is attached).

From knowledge format displayed, SOP can be categorized as explicit knowledge. According to Polanyi, explicit knowledge is knowledge and experience on 'how to' described straightforward and systematically (Polanyi as cited in Dalkir, 2011:12). Example given by Polanyi is a manual book of machine operation or explanation given by an instructor in a training programme. This issue is in line with the purpose and objective of arranging SOP, in which SOP is a guidelines or guidance in performing work to be systematic and efficient in terms of cost and time (Tobing, 2007:16).

As mentioned beforehand, there are 7 (seven) activities in Library Material Organization Division SOP performed by librarians, namely (1) librarian checks library material and shipping list from Acquisition Division (2) librarian verifies library material data on database to find out the existence of bibliographic description (3) librarian creates new library material bibliographic description and determines main and additional entry heading (4) librarian analyzes subject and determines new library material subject heading (5) librarian determines classification notation for new library material (6) librarian checks the accuracy and precision of bibliographic description, main and additional entry heading, subject heading, classification notation of new books on database.

This SOP is supposed to be reference in performing library material organization. However, librarian's knowledge on SOP is different. The following is a conversation quote:

YRW : I know SOP. I have been performing my tasks based on SOP. As for the sequence of stage is still comply with it, but the duration is required to be adjusted.

YRW has been aware of and understood SOP, thus it can be implemented at work. However, in his opinion, the time required to complete the task still needs to be adjusted. This issue is relevant considering there are several stages in SOP requiring more time.

The next informant is SMY who explained that she understood SOP but there are inappropriate stages in SOP. In her opinion, head of division does not give instruction every time library material organization starts. The instruction is only given once at the beginning of the year or at the beginning of activity. Head of division also does not give direction for each library material but for all.

From both informants' explanation, it is inferred that SOP as explicit knowledge plays a quite significant role in library material organization. However, there is obstacle in terms of performing time which according to both informants should be longer. This is where tacit knowledge owned by each librarian in performing library material organization plays its role in minimizing time.

Reviewing workflow used in here, both informants equally mentioned practical work steps in organizing library material, starting from library material verification of the collection received from Acquisition Division, then matches the data with those on catalogue database, creates bibliographic description, then determines access point. However, because every librarian has their own way in interpreting workflow, there are unique thoughts to accelerate the task.

Tacit knowledge is knowledge mostly stored in organization. Tacit knowledge is something we know and experience but it is difficult to express clearly and completely. Tacit knowledge is difficult to be transferred to others because the knowledge is stored in each individual's brain in an organization in line with their competence. Librarians in Library Material Organization Division perform library material organization process by using explicit in the form of SOP, guidelines books and other available sources, such as internet. nevertheless, many who also use tacit knowledge as one of the ways to complete the task. In this research, researcher selected YRW and SMY to describe their tacit knowledge in completing their tasks.

In library material organization process, YRW in addition to using SOP as work reference, he also does things that have not been exposed as a process to accelerate his task. The following is quote from interview:

YRW: there is trick/tips to fill in the columns by saving entries of the columns which do not change, for example (040, 336, 337, 338) and most used column, for example (504, 546). Column entries are saved in "notepad", in order to save time and energy in filling columns. The way to use it is by "copy paste" column entry from notepad to desired column.

Library material organization process at National Library of Indonesia has already used automation system with MARC21-based metadata, thus bibliographic description is created by using column numbers in the metadata. In the interview quote above, YRW mentioned several column numbers. Mr. YRW makes use of "Notepad" application in Windows operating system to perform copy of columns in MARC21 whose entries do

not change. This method, in his opinion, can save time in filling library material physical description. Before starting filling another column, cataloguer feels necessary to check library material description column, namely 245, 250, 264.

It is necessary to recheck because column filling is performed by Acquisition Division, not by librarian of Library Material Organization Division. This check is required to avoid any mistake in library material description.

In line with time efficiency, SMY answered quite the same that cataloguer can require a longer time than the time predetermined in SOP. Both in determining subject and classification notation, moreover, in SOP it is predetermined that determining classification notation requires only 7 (seven) minutes, whereas determining subject, 10 (ten) minutes. Cataloguer feels that determining classification notation is at least as long as determining subject, which is 10 (ten) minutes.

Other tacit knowledge exposed by researcher is the use of hand in organizing library material. The next is, adding tag and filling column 300. In filling column 300, there are tips and trick. Although ruler is available, cataloguer is used to use hand (right hand). Cataloguer has measured the length of hand from the tip of thumb to the tip of little finger is as long as ± 23 cm. The way to use it is by extending hand on the book, if the length is exactly the same, it means that the book length is 23 cm. If less, then the measurement is using estimation based on the hand. According to informant, this measurement estimation has no much disparity if compared to using ruler and tends to be correct. This way can only be used to measure book whose length reaches 23 cm (as long as hand's length), as for longer book, this way cannot be used, but has to use ruler. The use of hand aims to save time.

Tacit knowledge in workflow of library material organization is still limited to each librarian's thought and cannot be transformed into explicit knowledge, which certainly will help other librarians in Library Material Organization Division to be able to complete the task faster.

CONCLUSION

Librarians in Library Material Organization Division hold important role in library material organization. The activity is part of library service management, whether or not a collection can be found is greatly depended on the ability of cataloguing librarian who performs it. With a large number of personnel, 33 (thirty-three) cataloguing librarians, the availability of Standard Operational Procedure (SOP) greatly helps them in performing their tasks systematically and efficiently. However, every cataloguing librarian has different interpretation of SOP. From interview and observation on 2 (two) cataloguing librarians, it is found that there is tacit knowledge, and in their opinion, the knowledge helps them in completing the tasks faster. Further research is required to determine appropriate media in implementing this tacit knowledge into explicit, which is useful to other librarians in Library Material Organization Division to complete their tasks faster.

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