

CULTURAL ASPECTS OF LIBRARY NETWORKS IN A GLOBAL CHANGING WORLD: JIBIS & HUMANIORA AND PUSTAKA BERSAMA

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Introduction

Cultural aspect is an interesting subject to study. In the global changing context, all nations become multicultural. We need to understand that this aspect is one of the factors causing something to work or will not work. There are cultural clashes, differences of norms, values, customs, and so on. Studying these cases of JIBIS & Humanities and Pustaka Bersama, two local library networks working in the same field performed by non-government organizations (NGO), we can make an analogue about the whole description of the cooperation of the Indonesian society. We do not make generalizations but at least we will learn the development process, that cultural aspects influence the system. We can use this own experience to build better networks, in local, national or even international levels.

Library networks are built based on the following reasons: information explosion, fast development of technology and the cost of efficiency. These three reasons are the basic factors. On other case, there are special reasons for the libraries, they are: developing relationship, cost efficiency of their infrastructure, and developing their professionalism.

Based on the research performed by Sulistyo-Basuki, 2002. "Information networks and library cooperation in Indonesia, reports that" In *IFLA* library networks in Indonesia, even its local or national scale, are not sustainable. Although, in the global context, where the information are available everywhere, and the explosion of information technology, however, among libraries should build a cooperation. The fundamental reason is no single library could fulfill its information to its users needs by itself. The research shows that there are constraints in limitation of librarian behavior and lack of financial support. One of the JIBIS founders, Blasius Sudarsono, at *Portal JIBIS dan Humaniora* launching, in 26th May 2005, convinced the result, and he added that network activities have the lack of their institution responsibilities. The social phenomenon, which is observed from cultural perspectives, will be understood comprehensively.

Library network activities emerged in 1971 when *Workshop in Documentation and Information Network System in Indonesia*, was held in Bandung. The meeting found that Indonesia needs 4 information networks. They are in the field of science and technology, agriculture and biology, health and medicine, and social sciences and humanities.

But there are several libraries and information networks in Indonesia, in various fields, such as law, agriculture. Unfortunately, only few networks can run continuously in the long period. Though the networks can run, it is limited to the information exchange of collections, the informal meetings between librarian members, etc.

Based on the problem above, the paper will be focused on analyzing why individuals who engaged in the networks of JIBIS & Humaniora and Pustaka Bersama could not performed well. With the qualitative approach, analyzing its cultural aspects. Concerning the data collection, I will use interview method and reviewing the documentation, the cooperation attributes, the websites home page and their symbols. The signification of this paper is to enhance and develop the library network processes in Indonesia to aim their objectives; to introduce new cultural perspective of the network for the library and information science in general. By examining the network problems from multidiscipline approaches which are holistic, we can map their strength and the weaknesses, so we can build a better strategic to develop local and international network in the global change.

To understand this paper better, this study uses assumptions. First, the rapport between two individuals or more is based on the similarities on behavior, values, beliefs, and commitment of related individuals. The similarity of basic assumptions on 'network' facilitates the integration and adaptation of individuals to enter new environment. The idea is supported by cultural and behavioral organizational theory from Tuckman (1965), diffusion process from Rogers (1995: 335). The second, the cultural organization influences the cultural individual (corporate culture from Schein in Hampden-Turner, 1990: 13 and Rogers, 1995: 335). The third, the individual behavior is related to the organizational pol-

icy, such as financial policy, or other interest. If there are such conflicts, individuals may sustain the network. These assumptions are used as a guide to collect data as social phenomena and used in doing the study stages. Data collected from interviews and observations are interpreted based on the cultural concepts.

JIBIS & Humaniora and Pustaka Bersama

JIBIS was launched in May 5th 2005, and Pustaka Bersama at September 29th. JIBIS has 30 libraries as members and other has 4 libraries. The development process of the 2 networks were through long process, from the idea emerged until portal launching, JIBIS needs some years and Pustaka Bersama 3 years. It is because the program did not match to its planning. JIBIS library networks, with its websites www.jibis.pnri.go.id, could make 1 of 6 programs agreed. Pustaka Bersama, with www.pustakabersama.net, planned to launch in 2003, but it was postponed until 2 years later.

The cultural aspects influence in building networks. There are some evidence for this. Library network workers are homogeneous in academic institution, but in other institutions have heterogeneous, as well as JIBIS and Pustaka Bersama. In other ways, both networks contain the NGOs which are various and heterogeneous workers with their own tradition, values, etc. It may be one of the reasons why JIBIS works slowly. However nowadays both of them have portal and they post any articles in it. Pustaka Bersama has 4 library members, performed by seven people. The value of achieving goal is poor in both networks. Fortunately, there is only one person who manages as volunteer. In Pustaka Bersama, the background of the leader is as an ex-lecturer for most of the committee; in JIBIS, there is one ex-lecturer and ex-head of Documentation Center but his role is limited as a consultant. There is a belief that the leader is the National Library, because it initiates the idea of the network, and has the financial support and the greatness name.

The Sources of Library Network Building Idea

The idea of building library network comes from the inner of the heart. At JIBIS & Humaniora, the idea comes from one of the staff at the National Library, which was driven by the meeting in Bandung. The acronym of the JIBIS is *Jaringan Informasi Ilmu Sosial*, meaning the network of social science. According to informant 1 and 2, the members of the network think that it is advantageous to be a member, because they are able to know each other, they exchange information of their collection, they can access the collection easier. Due to the sources of idea, they rely on the National Library. They depend on that institution. The substance of the idea is based on the meeting in Bandung, that they build the network to make a net.

As to Pustaka Bersama or bibliography for us, the ideas come from one leader of the members. He said that we have to make cooperation to build the library, and he has the bright idea to give the slogan for the website homepage, that is 'read, think, share' for the information. He beliefs that reading is important to make people wiser. He convinces that people who do not have the reading habit, they can not analyze the environment and the experiences that happen to them. So, through the library network, librarians have to attract people to read, to come to the library and to use the library network.

JIBIS and Pustaka Bersama have the same idea of building the portal, but difference idea and performance. The National Library realizes that the meetings they made through this time result nothing, but the report of the condition of their own library. Instead of spending time and money for the transports, they think it is more valuable if they communicate through electronic tools. Then, the physical design, the map of web and the support come from the National Library. The content of the web are the information from this institution, there is no involvement of the members. While Pustaka Bersama has that idea from the beginning, with the clear objectives of public serving on easy information access. They design the portal all together, they also consult their top managers to approval. They share the ideas, critic and inspire each other freely. The value of togetherness, trust and solidarity that provides a basis for the network to serve society is obviously different at the JIBIS & Humaniora and Pustaka Bersama. The basic value is important to bind the network.

The Process of Network Building

Building the networks, they passed 4 phases, that are 1) forming phase, the operational workers have time to know each other, what are their perception, norms, values, hopes, performance, behavior; 2) storming phase, it is time to be careful because of the conflicts related to their interest; 3) performing phase, the individuals of the library networks do the assignments to decide the aims. There is one final

phase that is adjourning. This phase will not be analyzed in this paper because both the networks were just launched and still running.

The process of network building is through 4 phases, they are 1) forming phase, the time for members to know each other, includes what are their perception on cooperation, norms, values, hopes, behavior; 2) storming phase, it is time to be careful because of the conflicts mount related to their interest; 3) forming phase, it is time to set the goals and standards; 4) performing phase, the individuals start to do the tasks (Pheysy, 1993: 123). These phases are committed differently in each organization.

In the first *forming phase* or orientation phase, it is more difficult if the number is big. The number of individuals at the JIBIS & Humaniora network is more than 20, most of them are from NGO libraries. They are heterogeneous related to ages, characteristics, customs, and position. They do not have enough time to know each other, because they have a full agenda in their meeting: there is always a presentation of the scholars, and after the talk, the host should introduce his/her library. As the founder of the idea and the grandeur of its name, the members believe that the National Library automatically is the leader. And because it has the budget for the network, the meetings frequently are held at the National Library. The number of individuals at Pustaka Bersama network is smaller. There are 4 libraries, and they meet about 8 to 10 persons each meeting. The relationships between them are closed, because most of them have met at the same university. When they meet, they directly discuss about the network. Their ex-lecturer acts as a leader. It is easier to schedule the meeting and coordinate them. They meet once a month at members' places by turns. The host allocates the budget of the snacks or meals for the meeting.

Second phase, *storming phase*, there is a tendency that individuals want to use the others to fill their own needs. The conflicts are for example, competition on the leader position, quarrel on cooperation mission, or having different expectations on network. The network leader should be wise to cope the conflict and stay focus at the aim of opposition. The individuals at the JIBIS & Humaniora Network are likely motivated only to one interest that is to get easy access to the other documents for their benefits. As to Pustaka Bersama Network, there is no interest conflict, even though there are advantages for their own job, they realize that main objectives of the network is to give services to public.

In the third *forming phase*, it is a more calmed phase because the members have known each other. If they can reach the trustful condition, it will be a social capital to achieve the aim successfully. The leader should use this moment to implant the idea. The JIBIS & Humaniora trust only the National Library, they believe that the big institution will do everything for the network, from planning, budgeting till performing the job. This system influences the members to depend on it, so that they are not able to empower themselves to develop the network, nor even to sustain the network. Pustaka Bersama trust each other, and in every meeting, they make a plan together and distribute the tasks equally. Unfortunately, they need a leader who reminds to do their tasks, supervises and organizes them all the time. There is an evidence for this condition. Since the network was started, there was an individual who took place as a leader. Under her leadership, the network was performed well until she resigned, the network seems to work slowly.

Last phase, *performing phase* is the phase that they commit to get on the job together. In this phase, the leader should motivate the member to give the distribution. At JIBIS & HUMANIORA network, the National Library carries on all the task. The tasks are not distributed well, therefore there is only one of 6 programs, which is done, that is the portal. The National Library makes it without discussing with the other members. Pustaka Bersama makes the portal too, but they discuss it from the beginning they meet. Although they hire the outsider web designer, they discuss it internally and consult it to their own top manager for approval. They pay the cost of the portal. Besides that, they discuss the services for the public: the cost of web searching, document delivery, the system of circulation in the website, and so on.

Conclusion

Both library networks, JIBIS & Humaniora and Pustaka Bersama can not perform well because the individuals have different assumptions on how to cooperate. It is proved that the financial problem and the frequencies of interaction among them are not the constraints in building the network. JIBIS & Humaniora has a financial support from the national Library, but in contrast, most of the members who are NGO institutions feel inferior to the National Library as the biggest institution, as the founder of the idea and also as a sponsor. Although the national Library gives chance to all members to contribute, they do not trust each other and they feel that there is a lack of involvement. The members have no motivation and lack of sense of belonging to the network. They have more complex problems than Pustaka Bersama. Their network is financed by themselves, they have clear objectives, small number,

solidarity, involvement, support by their top managers, they have willingness to do their tasks, however they lack a sense of belonging to the network and need a guiding leader. Pustaka Bersama Network can run well though the development process is slowly, but the weakness needs to be thorough examined.

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