

Transformation of Research Supporting Libraries: Case Study Knowledge-Sharing as Organizational Culture at the National Research and Innovation Agency Library



Transformasi Perpustakaan Pendukung Riset: Studi Kasus Knowledge Sharing sebagai Budaya Organisasi pada Perpustakaan Badan Riset dan Inovasi Nasional

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Abstract

Background: The rapid advancement of technology and information has necessitated libraries to transform respective services in order to remain relevant and effective. To achieve relevance and effectiveness, libraries must cultivate an organizational culture that supports necessary transformations, particularly in the field of library services. In particular, libraries that significantly support research have been found to continually innovate respect offerings with the sole purpose of providing information capable of facilitating the research process. **Purpose:** This research aimed to examine the support provided by the National Research and Innovation Agency (BRIN) for the successful documentation of publications, with a specific focus on the evolving services offered by the library. **Method:** The research method used is qualitative research with a case study approach. **Result:** The BRIN Library offers a variety of services, including research consultation, information retrieval, bibliometric analysis, data visualization, literature review support, and plagiarism detection. In order to achieve the stated objective, a qualitative method was adopted with a case study approach to explore the phenomenon of knowledge-sharing in the context of library transformation as part of its organizational culture. **Conclusion:** The obtained results showed that knowledge-sharing activities at BRIN Library played a significant role in enhancing the expertise of librarians and improving the quality of research services. These services were observed to be facilitated through formal and informal programs, egalitarian leadership practices, as well as internal and external motivational strategies. It was also found that BRIN librarians actively contributed to research innovation in Indonesia by enabling access to critical information, promoting information literacy, and fostering collaboration among academics. Based on the findings, knowledge-sharing activities within libraries supporting research were inferred to lead to the cultivation of an organizational culture that promotes interdisciplinary and inter-institutional collaboration.

Keywords: Knowledge-sharing; Research Support Library; Organizational Culture

Abstrak

Latar Belakang: Kemajuan teknologi dan informasi yang pesat telah mengharuskan perpustakaan untuk mengubah layanan masing-masing agar tetap relevan dan efektif. Untuk mencapai relevansi dan efektivitas, perpustakaan harus menumbuhkan budaya organisasi yang mendukung transformasi yang diperlukan, khususnya di bidang layanan perpustakaan. Secara khusus, perpustakaan yang secara signifikan mendukung penelitian telah ditemukan untuk terus berinovasi dalam hal penawaran dengan tujuan tunggal untuk menyediakan informasi yang mampu memfasilitasi proses penelitian.. **Tujuan:** Penelitian ini bertujuan untuk mengkaji dukungan yang diberikan oleh Badan Riset dan Inovasi Nasional (BRIN) untuk dokumentasi publikasi yang sukses, dengan fokus khusus pada layanan yang terus berkembang yang ditawarkan oleh perpustakaan. **Metode:** Metode penelitian yang digunakan yaitu penelitian kualitatif dengan pendekatan studi kasus **Hasil:** Perpustakaan BRIN menawarkan berbagai layanan, termasuk konsultasi penelitian, pencarian informasi, analisis bibliometrik, visualisasi data, dukungan tinjauan pustaka, dan deteksi plagiarisme. Untuk mencapai tujuan yang

dinyatakan, metode kualitatif diadopsi dengan pendekatan studi kasus untuk mengeksplorasi fenomena berbagi pengetahuan dalam konteks transformasi perpustakaan sebagai bagian dari budaya organisasinya. **Kesimpulan:** Hasil yang diperoleh menunjukkan bahwa kegiatan berbagi pengetahuan di Perpustakaan BRIN berperan penting dalam meningkatkan keahlian pustakawan dan meningkatkan kualitas layanan penelitian. Layanan ini difasilitasi melalui program formal dan informal, praktik kepemimpinan egaliter, serta strategi motivasi internal dan eksternal. Ditemukan juga bahwa pustakawan BRIN secara aktif berkontribusi terhadap inovasi penelitian di Indonesia dengan menyediakan akses ke informasi penting, mempromosikan literasi informasi, dan mendorong kolaborasi di antara akademisi. Berdasarkan temuan tersebut, kegiatan berbagi pengetahuan di dalam perpustakaan yang mendukung penelitian disimpulkan mengarah pada pengembangan budaya organisasi yang mempromosikan kolaborasi interdisipliner dan antarlembaga.

Kata kunci: Knowledge Sharing; Perpustakaan Pendukung Riset; Budaya Organisasi

I. INTRODUCTION

Background. The traditional perception of libraries as mere repositories for storing and borrowing books has evolved significantly. Currently, libraries typically function as comprehensive information and knowledge centers, offering diverse electronic and digital resources, as well as providing broader services that extend beyond conventional book lending. This transformation is particularly evident in research libraries, which actively support the research ecosystem. The services offered by these libraries include research consultations, information retrieval, bibliometric analysis, data visualization, literature reviews, and plagiarism detection. While such services were once unfamiliar within the library context, the integration of information technology has enabled respective developments and expansion.

The rapid technological advancements of recent years have significantly impacted every facet of life, including the domain of science, and libraries, as primary facilitators of scientific development, are no exception. These repositories provide essential literature and information services to support research and innovation. Research repositories, such as traditional libraries, must adapt to contemporary technological demands to remain relevant. The accelerating pace of technological innovation poses challenges that compel libraries to redefine respective roles and functions. For instance, the development of various digital media platforms has introduced new dynamics to the literary world, requiring library managers to create ecosystems that reinvigorate public interest in literature. This is in line with previous research, where it was reported that libraries must ensure respective resources and services are in line with current technological trends and user needs (Bahari, 2016).

In the past five years, science and education institutions situated in Indonesia have experienced a significant transformation with the establishment of the National Research and Innovation Agency (BRIN). This agency, which was formed in 2019, consolidated five Non-Ministerial Government Institutions and various research units under ministries and local governments in 2021, creating a unified "super-entity" dedicated to research and innovation. As a government institution, the agency is tasked with conducting research, development, application, and the advancement of science in the country. With over 100

research subjects under its purview, BRIN aims to establish effective, efficient, and accountable governance as a strategic goal (Ayu, 2023). The BRIN Library, which is part of the agency, typically carries a substantial responsibility to provide the resources and services necessary to foster impactful research that benefits Indonesia.

Problems. In the current digital era, research libraries have been observed to face significant challenges in terms of meeting the evolving needs of respective users. These libraries must adapt and innovate, not only in terms of incorporated facilities but also in the services rendered to support effective research processes. The ultimate goal of these transformations is to facilitate the production of high-quality research. To achieve this goal, research libraries can begin by reshaping respective organizational cultures. The change is especially important because it possesses the capability to enable individuals engaged in research support services to enhance respective skills and achievements.

An essential organizational culture that has been observed to significantly drive change in research libraries is the routine implementation of knowledge-sharing practices. knowledge-sharing can aid research libraries develop more efficiency and become increasingly impactful by improving operational processes, enhancing service quality, and empowering users to engage more actively and productively when conducting research. Effective interaction between librarians and users has been reported to foster two-way communication, and this typically improves the entire quality and value of the library (Syam, 2017). Moreover, the transformation of research libraries requires strengthening internal capacities, including staff training and the development of skills in knowledge management. By prioritizing team competency development, these repositories can become more proactive in addressing the growing research needs brought about by technological advancements. It is also important to emphasize that continuous training ensures library staff remain well-versed in the latest technologies, collaboration tools, and best practices relevant to the services offered by the research repository of BRIN.

Generally, libraries within research institutions are expected to possess the expertise necessary to effectively support the research ecosystem through the provision of relevant information. Knowledge-sharing activities are typically carried out with the aim of disseminating information, knowledge, and skills that enable librarians to enhance the efficiency and quality of the library services being rendered. This process includes the adoption of various strategies designed specifically to ensure that knowledge is effectively provided to and received by librarians. Knowledge-sharing activities can take place both formally and informally and are not constrained by specific roles or backgrounds. This inclusivity allows librarians to exchange knowledge across functional positions, and this generally fosters a deeper understanding of user trends and needs in library services.

To implement knowledge-sharing in libraries, an organizational climate that supports innovation and continuous learning is essential. The use of advanced information technology can serve as a platform to facilitate the knowledge-sharing process in research libraries. Furthermore, through the conduction of continuous evaluation and service improvement, research libraries can strengthen respective roles as centers of knowledge and innovation within the research ecosystem.

Previous Literature Review. According to the Association of Research Libraries (ARL), librarians in academic libraries play an important role in supporting academics in overcoming data management challenges. Libraries within tertiary institutions are typically expected to provide data consulting services and possess the expertise and experience necessary for effective communication across departments and campuses. This is especially important, particularly because collaboration and clear communication have been reported to be essential factors for ensuring optimal research data management (Untari, 2021).

Collaborative research activities within libraries have been further observed to reshape the roles and responsibilities of librarians. Traditionally focused on the technical and administrative aspects of library management, librarians are now increasingly engaged in advancing the library profession and systems. A significant shift in this regard includes the expectation that librarians conduct research and produce scholarly works in the field of librarianship. To fulfill these responsibilities, librarians must possess research competencies, which include a comprehensive understanding of scientific information access, the ability to compile scientific works, and strong communication skills with library users (Mukhlis & Nashihuddin, 2020).

knowledge-sharing is a factor that has been found to play a significant role in enhancing the capacity of any organization to adapt to change and foster internal innovation. This is evidenced by the fact that when organizational members share tacit knowledge, such as experience and insights that are difficult to articulate, the ability of the organization to adapt and innovate becomes indirectly strengthened. The ability to adapt to change is particularly important in reinforcing the relationship between tacit knowledge-sharing and internal innovation. This suggests that organizations where the adaptability of employees is prioritized and actively enhanced are more effective in transforming tacit knowledge into innovations that positively impact organizational performance (Herlina et al., 2024).

knowledge-sharing is essential for enhancing employee performance and competence within an organizational setting. Through this process, employees acquire new insights and contribute to the progress of the organization by enriching its internal knowledge base. As stated in a previous exploration, knowledge sharing in an organization is a structured activity that includes the exchange of explicit and implicit knowledge among individuals or groups. This exchange is generally carried out with the aim of optimizing the creation of new knowledge through learning and integration from diverse knowledge sources (Laksono, 2023).

knowledge-sharing can occur through interactions with individuals both inside and outside the organization. Internal sources typically include the immediate environment of the organization, such as colleagues within the same division, cross-divisional collaboration, and access to company documents, balance sheets, and financial reports. External sources extend to broader networks, including similar institutions, scientific communities, forums, and other organizations (Wuryaningrat, 2022).

In libraries, the knowledge management approach necessitates a process of converting tacit knowledge into explicit knowledge, and vice versa, using the SECI (Socialization, Externalization, Combination, and Internalization) model. This approach includes documenting knowledge through meeting minutes, trip reports, and discussion outcomes, which are then stored in a repository accessible to relevant organizational members. Despite the numerous advantages associated with this activity, it is important to establish that knowledge-sharing in libraries faces challenges such as personal barriers, including a reluctance to share knowledge or lack of confidence, as well as cultural and technological barriers. To address these issues, fostering a culture of knowledge-sharing, offering

incentives, and leveraging technological tools are important. The initial steps for implementing knowledge-sharing include advocacy from organizational leaders, creating platforms for knowledge exchange, and motivating librarians to enhance inherent skills while also advancing respective professional development (Widuri, 2018).

Organizational culture is regarded as a valuable organizational asset and a core competency that harmonizes organizational and employee values and directly influences "organizational performance." Cameron and Quinn defined organizational culture as the underlying values, beliefs, and assumptions held by members of an organization. It can be also referred to as the process by which beliefs, habits, values, and behaviors shape individual actions within an organization. As stated in a previous investigation, every organization possesses distinct characteristics, including culture, technology, and human resources, which set it apart from others (Azeem et al., 2021). Another research added that organizational culture functions as both a meaning-making and control mechanism that coordinates and shapes employee attitudes and behaviors (Norawati & Nasution, 2024). It has also been reported to play a significant role in guiding the development of employees, fostering a sense of belonging, and acting as a bridge between personal relationships and the organization. This connection contributes to the stability of any organization within the social system and provides behavioral norms that influence employee conduct (Kusjainah & Listyorini, 2015).

The transformation of digital libraries is an adaptive response to the rapid advancement of technology. This response requires librarians to take on roles as directors and mediators, assisting users in accessing an extensive range of information and knowledge sources (Tyas, 2023). According to the findings of a prior publication, the push for digital transformation in libraries is driven by the capacity of technology to offer greater convenience and access to information beyond the physical library (Ardyawin, 2017). However, as technology continues to evolve, adjustments are necessary to ensure that libraries can maintain optimal support for users and keep pace with these changes (Rahma & Wulandari, 2022).

State of the Art. Previous knowledge management studies, especially those related to KM tools, focused on discussing the industrial and university sectors, there were not many studies on KM tools in libraries. Seeing that there were studies on KM tools in libraries that tended to be old, further research needs to be conducted to follow all the changes and developments in libraries. Within the context of rapid advancements in science and technology, research libraries have evolved from being mere centers of information storage to becoming dynamic hubs for knowledge-sharing. This investigation presents a fresh perspective on the role of research libraries within academic organizations and emphasizes the integration of knowledge-sharing as a core component of organizational culture. Dissimilar to prior explorations, where the primary focus was on libraries as information providers or facilitators of research, the present investigation underscores the strategic transformation of research libraries to embed knowledge-sharing as an important element of the respective organizational framework. From the works of literature reviewed, a significant gap was identified in understanding how libraries can adapt to the demands of the disruptive era, particularly in supporting research institutions. Therefore, this research aimed to address the necessity of redefining the role of libraries within educational institutions to facilitate optimal knowledge exchange through contemporary literature resources. The exploration specifically focuses on the BRIN, an institution tasked with advancing national knowledge.

The novelty of this research lies in proposing a model that redefines the role of research libraries by transitioning the repositories from traditional information resource management to serving as agents of organizational culture change. This transformation is

expected to foster significant innovation and collaboration within the research ecosystem. Furthermore, through the introduction of a theoretical and practical framework, the present research fills a gap in the existing library literature by offering a pathway for further exploration of how knowledge-sharing can be effectively implemented within research libraries. This approach is in line with broader academic and research objectives, particularly within BRIN, and contributes to the advancement of organizational strategies in library science.

Purpose. The present research aims to investigate the patterns of knowledge-sharing as a facet of organizational culture within research libraries. It seeks to explore how these patterns support the evolving roles of libraries in academic research and innovation in the digital era. Accordingly, the exploration thoroughly examines the transformational efforts of research libraries to develop knowledge-sharing models and offer conceptual insights into new strategies for optimizing library performance. The intended outcomes focus on evaluating the implementation of these strategies and programs, specifically within the BRIN research library, to support the broader development of knowledge and innovation.

II. METHODS

The present research was carried out using a qualitative methodology with a case study approach. As described by Creswell and cited in Sugiyono (2016), a case study is a type of qualitative research where the investigator conducts in-depth examinations of programs, events, processes, or activities including the participation of specific individuals or entities within a particular time frame and context. By utilizing a case study approach, this research seeks to present a deeper understanding of the phenomenon of knowledge-sharing in the transformation of research libraries as an element of organizational culture.

The data utilized during the course of the investigation were collected from both primary and secondary sources. Primary data were gathered through direct interviews with managers and users of the BRIN research library, providing firsthand insights into the practices and challenges of knowledge-sharing within the organization. Secondary data was obtained through literature studies, drawing on a variety of sources such as books, journals, and information from relevant institutions. Accordingly, data analysis was carried out using an interactive model, as described by (Miles & A. Michael Huberman, 1994), where the obtained data was continuously analyzed until it reached saturation. This iterative process typically ensures that the information central to the research is thoroughly examined, enabling the integration of data from multiple sources. The outcome was a comprehensive and coherent finding that is in line with the objectives of the study.

III. RESULTS AND DISCUSSION

Results. Knowledge is typically attained when data is interpreted and transformed into information by individuals, and shaped further by the expertise, experience, and personal abilities of each individual (Wibowo, 2019). It empowers individuals to utilize information effectively, although many may not fully realize or articulate respective knowledge comprehensively. Based on previous observations, a conducive organizational culture is very important in motivating employees to actively share relevant knowledge capable of enhancing both individual and organizational performance (Laksono, 2023). Through a strong and supportive culture, individual efforts can be optimized to achieve outcomes in line with collective goals.

The BRIN research library has functioned effectively in line with its designated roles and responsibilities. This is evident in its well-structured library ecosystem, where knowledge-

sharing activities actively support research initiatives and contribute to the advancement of science. The knowledge-sharing activities are systematically organized into formal and informal patterns, all of which serve to map aspirations and identify current research trends. It is also important to add that the activities provide valuable input for the continuous development of studies and are facilitated through accessible literature, whether in the form of online resources or physical collections within the library.

Further support for the mission of BRIN as a research institution is enhanced by its egalitarian leadership style. This approach fosters collaborative and inclusive decision-making, which comprises the participation of team members through active and open dialogue. The leadership style has been found to significantly influence organizational culture by empowering team members to make decisions and facilitating individual growth based on respective unique capabilities.

Discussion of Formal and Informal Programs Conducted by Research Libraries to Conduct Knowledge-Sharing. The knowledge-sharing initiatives organized by the research library at the BRIN are categorized into two namely formal and informal. A structured schedule was established within the library to conduct knowledge-sharing sessions at least once a month. These sessions include evaluating past activities and services related to research support, which forms part of the monthly agenda of the library team. The routine ensures that all librarians carrying out research support-related services remain updated on the latest knowledge and developments. Beyond internal sessions, the BRIN Library also organizes regular knowledge-sharing activities with the Research Center in a bid to effectively engage academics to gather insights on current research trends and aspirations. These collaborative sessions typically serve as valuable input for developing the expertise of librarians.

During these activities, librarians and academics engage in two-way discussions, exchanging relevant knowledge that is of benefit to both groups. A plausible example of this collaboration is the training on bibliometric literature review and research data visualization conducted jointly by the library and the Research Center. Through this training, the investigators acquired up-to-date knowledge and skills in relevant areas, while librarians gained insights into novel research trends and topics.

In addition to the scheduled monthly agenda, librarians at the BRIN Library regularly engage in informal knowledge-sharing activities. The sessions are often spontaneous, unscheduled, and initiated when a librarian requests updates or support regarding the evolving services of the research library. This request typically arises as the services offered by the library in BRIN experience significant transformations compared to other government institution libraries. In order to stay current, many BRIN librarians participate in scientific forums and professional communities, gaining new knowledge and skills that are then brought back and implemented in the library environment.

Examples of these informal activities include mentoring programs, where experienced librarians guide and support new staff in achieving professional development. Additionally, informal exchanges through platforms such as WhatsApp groups or text messages provide an unstructured yet effective avenue for sharing ideas and information within the library.

To facilitate these knowledge-sharing activities, BRIN provides sufficient support, both online and offline. Online facilities include access to unlimited Zoom breakout rooms to ensure seamless virtual collaboration. Offline, the extensive collection and resources of the library are strategically distributed across the research repository area, fostering a conducive environment for learning and professional interaction.

Sharing knowledge through open access channels or university repositories is an effective solution to the high cost of e-journal subscriptions, which often pose challenges for

educational institutions, particularly in developing countries (Pambayun, 2020). Open access enables research findings to be freely available to academics, students, and the public, fostering more equitable access to scientific information. Additionally, this approach promotes cross-institutional and interdisciplinary collaboration, accelerates the advancement of knowledge, and enhances the impact of research, as freely accessible scholarly work is more likely to be cited and utilized globally.

Implementation of Egalitarian Leadership Style. An egalitarian leadership style is a leadership approach that emphasizes equality, collaboration, and the active participation of all team members in decision-making and task execution (Daniel et al., 2023). Within research libraries, this leadership style has been observed to play a significant role in fostering a culture of knowledge-sharing by cultivating an environment that promotes openness and collaboration among librarians, library users, and colleagues.

In order to effectively establish a knowledge-sharing culture in research libraries, the application of an egalitarian leadership style becomes important and instrumental. This is evidenced by the fact that leaders adopting the approach generally and actively promote collaborative decision-making by engaging team members in discussions, ensuring open dialogue, and providing equitable access to the decision-making process. These leaders typically emphasize empowerment and shared responsibility, granting team members the autonomy to make decisions within respective areas of expertise while supporting inherent professional growth based on individual strengths and abilities.

Transparent policies and procedures are another hallmark of egalitarian leadership. Leaders who adopt this leadership approach have been observed to ensure that organizational rules and processes are effectively communicated and accessible to everyone. Additionally, these leaders prioritize respect and recognition for contributions, actively recognizing and valuing the efforts of each individual. By fostering this type of environment, egalitarian leadership not only promotes knowledge-sharing but also drives cultural transformation within research libraries.

Motivation to Improve Knowledge and Skills. Motivation is the driving force or energy that propels employees to achieve organizational objectives in the workplace (Robbins and Judge, 2015). This force comprises a range of internal and external factors that influence the enthusiasm, dedication, and commitment of an individual to perform assigned duties and responsibilities. Motivation not only inspires employees to make greater efforts but also guides the individuals to work smarter and more effectively in pursuit of company goals. This requires a proper understanding of what motivates each employee, considering both the personal and professional needs of each individual, as well as fostering a work environment that supports and facilitates the attainment of peak performance.

In the context of research libraries, the motivation of librarians to engage in knowledge-sharing activities was observed to play a significant role in enhancing the effectiveness and efficiency of service transformation. Motivation has also contributed significantly to the advancement of science in academic and research settings. Generally, librarians in research libraries are motivated to continuously develop respective knowledge and expertise. This elucidation was supported by some of the librarians interviewed who acknowledged that participating in knowledge-sharing activities has been instrumental in facilitating professional growth. The librarians stated that individuals have diverse learning methods, and through knowledge-sharing, each individual typically receives valuable feedback that serves as a basis for evaluating and improving respective skills and capabilities.

Librarians who are motivated to share knowledge are more probable to actively engage in knowledge-sharing activities, and this, in turn, positively influences research library

services and contributes to the entire quality of research produced by the institution. Several factors, such as recognition, rewards, opportunities for professional development, and organizational culture, play a significant role in motivating librarians to share respective expertise.

Personal satisfaction was further observed to serve as a key motivator for librarians to participate in knowledge-sharing activities. Many librarians often find fulfillment in helping others witness the positive impact of the contributions made. This satisfaction, coupled with access to technology and information resources that facilitate the knowledge-sharing process, further enhances the enthusiasm of librarians to share relevant knowledge and skills with both colleagues and academics.

Beyond internal motivation, librarians in research libraries also possess collective motivation. Within this context, the employees view respective contributions as part of a broader mission to support the sustainability of research conducted by the BRIN. Access to modern technology and the latest information sources plays an important role in enabling librarians to effectively carry out respective duties and contribute more efficiently to research. Therefore, institutions need to ensure that librarians have access to the most up-to-date databases, journals, and research tools to enhance effectiveness in supporting research activities.

Contribution of National Research and Innovation Agency librarians to Indonesian Research Innovation. Librarians at the BRIN play an important role in supporting and advancing research innovation in Indonesia. These employees typically contribute in various ways through research support library services, including information resource management, technical support, information literacy, and facilitation of research collaboration. Firstly, a major contribution by librarians in the agency is information resource management, which comprises the collection, organization, and distribution of relevant, high-quality scientific information resources to ensure optimal usage among library service users. By providing fast and easy access to electronic information sources, books, databases, and other scientific publications, librarians assist academics in finding the required information to develop new ideas and conduct in-depth research. Additionally, managing institutional repositories ensures that previous research outcomes are accessible and can be reused by future investigators.

Secondly, technical support and information literacy are critical areas where librarians at the BRIN significantly contribute to research activities. The library team routinely offers training and guidance in information literacy skills, teaching scholars how to search, evaluate, and effectively use scientific information. Additionally, librarians assist researchers in utilizing digital research tools and scientific databases. The team also provides support in managing research data, covering aspects from data collection and management to storage and dissemination, all of which are essential components of the modern research cycle.

Thirdly, librarians at BRIN play an important role in facilitating research collaboration by generally providing opportunities and spaces for collaboration. This approach helps connect investigators across various disciplines and institutions. The library team also manages research networks and communities, facilitating more efficient and up-to-date knowledge exchange and collaboration.

Through these efforts, librarians in the research field not only support the operational aspects of research but also foster the creation of high-quality innovations in Indonesia. The team typically makes a direct contribution to the advancement of research and innovation in the country by offering access to relevant information, improving information literacy, and facilitating collaboration.

IV. CONCLUSION

In conclusion, the research library at BRIN was observed to play an important role in fostering innovation and advancing research activities in Indonesia through effective information resource management, enhanced information literacy programs, and the facilitation of research collaboration. Within the observed repository, knowledge-sharing programs, both formal and informal, were routinely conducted with the primary aim of updating librarian skills and supporting academics in accessing the latest research trends. The knowledge-sharing activities carried out were also observed to implement collaborative discussions with a two-way communication style based on mutual knowledge-sharing between employees, enabling the demographic to provide useful feedback for both parties. Furthermore, these programs serve as a platform to channel aspirations and monitor the latest research trends, ensuring the publications can be used as input for developments that can trigger innovation and knowledge development.

The egalitarian leadership style in research libraries was found to similarly play an important role in promoting an open and collaborative culture of knowledge-sharing. Based on the observations made, this approach motivates librarians by leveraging both internal and external factors, which are essential for the success of knowledge-sharing initiatives. This leadership style was also found to play an important role in facilitating collaborative decision-making by ensuring all team members actively contribute and engage in open dialogue. It also provides an opportunity for each team member to make decisions within respective areas of expertise, promoting personal development and the creation of an inclusive ecosystem. By adopting this leadership style, the library establishes an environment that supports knowledge-sharing and drives organizational cultural transformation in research libraries.

The results obtained from this research are expected to offer valuable insights for other research libraries with similar objectives by emphasizing the efficacy of programs such as those at the BRIN Library. Through the integration of knowledge-sharing practices with an egalitarian leadership framework, the library has successfully cultivated a collaborative and inclusive ecosystem, enhancing its performance amid a disruptive era that demands collective transformation. Furthermore, the initiatives introduced by the BRIN research library exemplified the adaptability required to effectively support scientific advancements and provided a model for libraries navigating similar challenges.

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