ISSUES OF SOCIAL CAPITAL IN DEVELOPING COLLABORATION OF INFORMATION PROFESSIONAL ORGANIZATIONS IN INDONESIA

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Abstract

This research identifies the issue of social capital in building cooperation within professional information organizations in Indonesia. Social capital is the basic capital for building cooperation between organizations. Using a quantitative approach and survey method, data collection was carried out in 2019. There were 80 respondents from various professional information organizations. The findings show that members of the organization apply the value of mutual trust, togetherness, and mutual help between members in each organization, as well as applying network elements that tend to be done more by managers than by members. They network with the media, government, and donor agencies or philanthropy based on the interests of their respective organizations. In addition, another cause is the loosening of ties between leaders and members. As a result, some of them make use of their identities as members of the organization for their own benefit. Collaboration between information professional organizations can be established, if there is

a personal closeness to one of its members or leaders. The conclusion shows that the issue of social capital in building cooperation between professional information organizations in Indonesia is that social capital has not been created to its full potential. Suggestions proposed are to provide awareness to all members that professional information organizations basically have the same vision and goals, and improve the organization's function to protect and prosper the members.

Keywords: *Social capital; informational professional organization; cooperation, trust*

Abstrak

Penelitian ini mengidentifikasi isu modal sosial dalam membangun kerjasama di dalam organisasi profesional informasi di Indonesia. Modal sosial merupakan modal dasar untuk membangun kerja sama antar organisasi. Dengan menggunakan pendekatan kuantitatif dan metode survey, penjaringan data dilakukan pada tahun 2019. Terdapat 80 responden dari berbagai organisasi profesi informasi. Temuan menunjukkan bahwa terdapat nilai rasa saling percaya, kebersamaan, dan saling membantu antar anggota di dalam setiap organisasi, sedangkan unsur jaringan cenderung lebih banyak dilakukan oleh pengelola dibanding oleh anggotanya. Mereka berjejaring dengan media, pemerintah, dan lembaga donor atau filantropi berdasarkan pada kepentingan organisasi masing-masing. Oleh karena itu, jenis modal sosial yang paling dominan adalah bonding social capital dalam sebuah organisasi, karena dilandasi oleh kesamaan visi dan tujuan. Namun karena tidak diikuti oleh struktur yang kuat, hanya pimpinan yang aktif menggerakkan program-program organisasi, beberapa anggota organisasi kurang memiliki keterikatan dengan organisasinya, sehingga mereka kadang-kadang menggunakan identitas organisasi untuk kepentingannya sendiri. Kesimpulan menunjukkan bahwa isu modal sosial untuk membangun kerjasama antar organisasi professional informasi adalah bahwa kerjasama antar individu masih terbatas dalam organisasi masing-masing. Dibutuhkan kepemimpinan yang melibatkan anggota dan komitmen dari para individu untuk meningkatkan

kerjasama antar organisasi secara terintegrasi untuk melakukan suatu program secara efisien dan efektif.

Kata Kunci: Modal sosial, organisasi profesional informasi, kerja sama, *trust*

A. The Background Of The Problem

The role of social capital is an important role in building cooperation between professional information groups[1]. Social capital is a relationship that emphasizes the value of togetherness and mutual trust. The capital is formed by the community, whether realized or not, which can be used to build networks. This strong relationship guarantees them to be able to work together and solve problems. This capital is needed when the community builds an organization. To create an organization, the members involved need to work together and coordinate in carrying out work and managing its resources. Relations between individuals must be based on the value of mutual trust, being able to network, and based on norms and values.

Research on social capital and its relationship with professional information organizations has been carried out, especially in the Western world. Johnson in his research on social capital research in library and information science published from 1999 to 2013, only very few, namely 99 papers (1%) with the topic of social capital from a total of 9,512 papers[2]. Most research refers to how public libraries build social capital in society and also online and offline communities, while other research focuses on social capital

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[1] Caroline Brito de Oliveira and Regina de Barros Cianconi, "Cooperation, Sharing And Collaboration: The Case Of The Network Of Libraries And Information Centers On Art In The State Of Rio De Janeiro," *Brazilian Journal of Information Science, Marília (SP)* 7, Special (2013): 211–32; Sanjar Salajegheh and Nasrin Pirmoradi, "Social Capital of the Organization," *International Journal of Engineering Research and Development* 7, no. 12 (2013): 40–52, www.ijerd.com.

[2] Catherine A. Johnson, "Social Capital and Library and Information Science Research: Definitional Chaos or Coherent Research Enterprise?," *Information Research* 20, no. 4 (2015).

that is linked to information behavior[3]. Research conducted by Adiprabowo, et al. di tahun 2019[4], Winoto di tahun 2018[5], Widyarini and Laksmi di tahun 2019[6], and many more, found that librarians tended to build cooperation by sharing knowledge. These studies state that building social capital within an organization requires trust among its members[7]. However, other experts add that, not only trust is needed so that social capital can move activities collectively, organizations also need strong structures[8].

Information professionals in Indonesia have developed quite a lot, with a variety of visions, missions, and goals, both in urban and rural areas. Several organizations can be grouped in the same category, but differ in several aspects. For example, college library associations appear in several types of organizations, differentiated in Islam and non-Islam, or private and government. The problem is that many of them do the same activities, but they do it individually. The school library association carries out literacy movements for the school environment, while the public library also carries out the same activities for the school environment. If they work together in an integrated way, they can create maximum results with minimal

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[3] Andreas Vårheim, "Trust in Libraries and Trust in Most People: Social Capital Creation in the Public Library," *The Library Quarterly*, 2014, https://doi.org/10.1086/676487; G. Widén-Wulff and Et Al., "Information Behaviour Meets Social Capital: A Conceptual Model," *Journal of Information Science OnlineFirst*, 2008, https://doi.org/10.1177/0165551507084679.

[4] Hilarius Nugroho Adiprabowo, Pawit M. Yusup, and Rully Khairul Anwar, "Berbagi Pengetahuan Sebagai Pembelajaran Organisasi Di Perpustakaan Nasional Republik Indonesia," *Jurnal Kajian Informasi & Perpustakaan* 7, no. 2 (2019): 145–60, https://doi.org/http://dx.doi.org/10.24198/jkip.v7i2.20103.

[5] Yunus Winoto, "Membangun Jaringan Komunikasi Di Kalangan Para Pengelola Perpustakaan Perguruan Tinggi Islam Di Jawa Barat," *Jurnal MetaKom* 2, no. 2 (2018): 1–21.

[6] Meiryzka Widyarini and Laksmi, "Budaya Organisasi Dalam Berbagi Pengetahuan Pustakawan Kementerian Sekretariat Negara Republik Indonesia," *Jurnal Ilmu Informasi, Perpustakaan, Dan Kearsipan* 21, no. 2 (2019): 71–83.

[7] Salajegheh and Pirmoradi, "Social Capital of the Organization."

[8] Asiye Kakirman-Yildiz, "Effective Communication Skills to Manage the Library: Relations between Managers and Librarians," *Qualitative and Quantitative Methods in Libraries (QQML)* 2 (2012): 141–53; Benjamin Six et al., "Trust and Social Capital in the Design and Evolution of Institutions for Collective Action," *International Journal of the Commons* 9, no. 1 (2015): 151–176.

capital. Based on this background, the research question raised is how is the issue of social capital in information professional organizations in Indonesia in building cooperation in carrying out activities effectively? The significance of this research aims to create social capital among professional organizations so that they can obtain maximum output by carrying out activities in an integrated manner, in a more effective and efficient manner.

1. Information Professional Organizations

Information professional organizations are built by information professionals in information agencies, such as librarians, archivists, document controllers, museum workers, or data analysts. They are in charge of managing information, whether tangible information in the form of objects or intangible information that is not objects and is abstract. Professional information organizations accommodate the aspirations of these professionals to self-accounting, as well as managing information services. In the context of information society, or knowledge-based society, information professional organizations have a great opportunity to create a learning society.

Professional organization is an organization consisting of two or more people who have the same profession to achieve common goals. Other experts define it as an organization consisting of practitioners who have professional competence and have a common bond to carry out social functions carried out in common. Professional organizations purpose to provide legal protection and provide standards in the field of related professions. One of the standards is the professional code of ethics, which is a system of norms, values, and written professional rules that express the right and good behavior for an information professional. The purpose of the code of conduct is to guide professionals to provide maximum information services [9].

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[9] Robert D. Stueart and Barbara B. Moran, *Library and Information Center Management*, 7th Editio (Colorado: Libraries Unlimited, 2007).

The Purpose of the establishment of professional organizations are: 1) develop career members in the field of work; 2) develop the ability of members; 3) develop members' professional authority; 4) develop the dignity of members in order to avoid inhuman treatment; 5) improve the inner welfare of its members. Although voluntary, members of a professional organization have pride and respect for their professional organizations. Sense of belonging to the organization act an important role in organizational membership, because when an individual feels no longer needs the presence of a professional organization and feels unfit, he can leave the organization at any time. Among members there is a familial relationship and have collective leadership. Decision-making is often done based on deliberation and agreement.

2. Social Capital In The Organization

Social capital is an effective means of building cooperation. As part of social life, this capital encourages individuals to act together to achieve common goals[10]. Aside from being a means, social capital can bridge space among group members. With three main elements in social capital, namely the existence of trust, norms and values, and networks, individuals in the groups are able to create mutual understanding, participate actively, and create justice for group members[11].

The concept of social capital has historically emerged as a response to the increasingly strife between human relations and the emergence of indifference towards fellow human beings Social capital is one of five capital in society, that is social capital, physical capital, human capital, natural capital, and financial capital. The three elements in social capital in question are described as follows:

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[10] J. Field, *Modal Sosial* (Bantul: Kreasi Wacana, 2011); Olav Sorenson and Michelle Rogan, "(When) Do Organizations Have Social Capital?," *Annual Review of Sociology* 40 (2014): 261–80, https://doi.org/10.1146/annurev-soc-071913-043222.

[11] Fikret Sözbilir, "The Interaction between Social Capital, Creativity and Efficiency in Organizations," *Thinking Skills and Creativity* 27, no. September 2017 (2018): 92–100, https://doi.org/10.1016/j.tsc.2017.12.006.

1) Trust. The belief element is the result of interaction between two or more individuals who support each other, including honest, consistent, open, and mutually helpful behavior based on mutually agreed norms and values. Relationships between individuals or groups are based on feelings of confidence that others will do something as expected [12].

2) Norms and values. Norma is a standard of behavior contained in society, while the value is a belief that is considered good and agreed by a society. Norms and values are usually manifested in customs, customs, customs or customary law. Norms and values can come from religion, moral guidance, and professional codes of ethics.

3) Network. Network element is a network element is manifested in the actions of individuals who build and maintain interpersonal relationships, or cooperation between individuals. The existence of networks enables more intense communication and interaction, creating trust, thus facilitating cooperation in carrying out activities and solving problems. Some libraries have collaborated with the community, which is referred to as friends of library [13]. The network element has 3 properties, namely [14]:

   a. bonding social capital that is binding social capital, which emphasizes the similarity between members in a group, both similarities in vision and purpose, identity, and pattern of action.

   b. bridging social capital is a social capital that bridges between groups, enabling looser, but more difficult, voluntary bonding, involvement in different groups, shared values, mutual help.

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[12] Salajegheh and Pirmoradi, "Social Capital of the Organization."

[13] Arief Wicaksono, "Pengembangan Kapital Sosial Perpustakaan Melalui Sahabat Perpustakaan Di Perpustakaan Nasional RI," *Libraria* 5, no. 2 (2017): 225–47.

[14] Hamidreza Babaei, Nobaya Ahmad, and Sarjit S. Gill, "Bonding, Bridging and Linking Social Capital and Empowerment Among Squatter Settlements in Tehran, Iran," *World Applied Sciences Journal* 17, no. 1 (2012): 119–26; Field, *Modal Sosial*.

c. linking social capital is social capital that connects various social groups in different strata, which builds relations vertically, based on social class or superior and subordinate, with equal values of degree, mutual respect, mutual trust, and mutual support.

This research uses quantitative approach with survey method. Quantitative research is a study that explains a phenomenon, whose results can be generalized[15]. That is, data and research results are considered as representations of the entire population. The survey method uses the questionnaire as an instrument, aims to obtain a general overview of social capital problems in building cooperation from members of several professional organizations. The questionnaire was distributed in 2019.

The population in this study are individuals in associations in the field of libraries, archives, and information are considered active. From the population, the sample is taken by using purposive sampling. Samples are taken based on criteria, i.e. those who become associate members at least 1 year; as an active member; and willing to be a respondent. Data collection is done through questionnaires and document analysis, such as statutes, annual reports, brochures, and research results on the subject. Collected data is tabulated based on 3 variables and analyzed by linking between variables through indicator, consists of trust, norm and value variable, and social network. After that, the data is interpreted and made into conclusions.

B. Findings and Discussion

1. Respondents

Respondents in this study consisted of 80 people with a composition of 47 women and 33 men. The gender of information professionals are relatively balanced between men and women. Even more women tend to work in the realm of information, especially

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[15] J.W. Creswell, *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (Thousand Oaks, CA: Sage Publication, Inc, 2014).

libraries and archives. The age range of the respondents was 20 years old the youngest and 70 years the oldest. The average respondents aged 30-50 years which is the productive age of information managers in their work. Works of respondents are relatively varied, consisting of archivists, records management staff, agency staff information, librarians, head of the library, lecturers, and students. The largest respondents work as librarians as many as 36 people and the lowest number is archivist 1 respondent. The variation of the respondent's work is shown in Diagram 1 below:
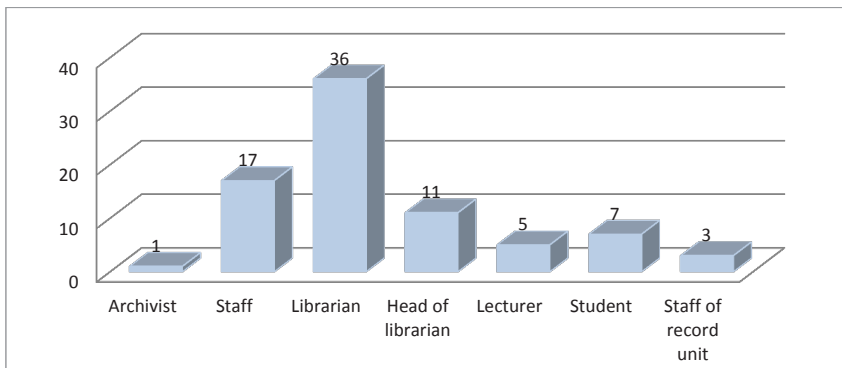

Diagram 1. Respondent's work

Regarding their role, respondents consist of 2 founders, 10 chairperson, 33 administrators, and 35 members. In this context, founders, chairperson, and administrators are grouped as management team. The leaders are required to be active on the sustainability of the organization, as well as planning and implementing all activities.

Along with the development of information technology, generally every association using social media to interact with each other[16]. The most widely used means is WhatsApp. Of 80 respondents, 78 people make WhatsApp as a means of

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[16] Christopher S.G. Khoo, "Issues in Information Behaviour on Social Media," *Libres* 24, no. 2 (2014): 75–96, https://www.libres-ejournal.info/about-libres/; Nina Fitriya Yulaika, "Social Capital of Indonesia and Its Development," *IOSR Journal of Humanities and Social Science (IOSR-JHSS)* 23, no. 8 (2018): 51–57, www.iosrjournals.org.

communication. Only 2 people use e-mail as the primary means of association communication. The Association that keeps actively utilizing e-mail as a means of communication is APIHI (Indonesian Legal Information Workers Association). Based on activity data in associations that have sites on the internet, each association actively organizes meetings that discuss the development of their organization. The management of the association every year at least once a year organizes work meetings. Recorded associations such as IPI, FPPTI, FKFP2TN, APPTIS, ATPUSI, APISI, FPKI, APIHI, FPDI, AAI, P3RI, AMI, HMPII, APTIPI and ISIPII held regular meetings in the form of working meetings. These activities vary in each association. The more active the association organizes shows that active managers implement board meetings, both plenary meetings and meetings activity.

a. Various Groups Of Information Professionals

Respondents spread from 11 professional organizations. Each respondent is required to write down one membership of the organization that the respondent considers the most active. In general, respondents are involved in more than one professional organization.

Diagram 2 below represents that FPKI (Indonesian Special Library Forum) has the largest number of members, 25%, followed by FPPTI (forum of university library of Indonesia) of 17%. Other organizations are HMPII (Indonesian library and information science student association), IPI (Indonesian Librarian Association), and ISIPII (Indonesian scholar of library and information sciences association) 8%. Organizations with fewer members are P3RI (Indonesian Record Management Professional Association) of 4%, followed by APISI (Indonesian school information professional association) 3%, and AAI (Indonesian Archivist Association), APTIPI (Library and Information Science association of university lecturer), and ATPUSI (Indonesian school library staff association) 1%.
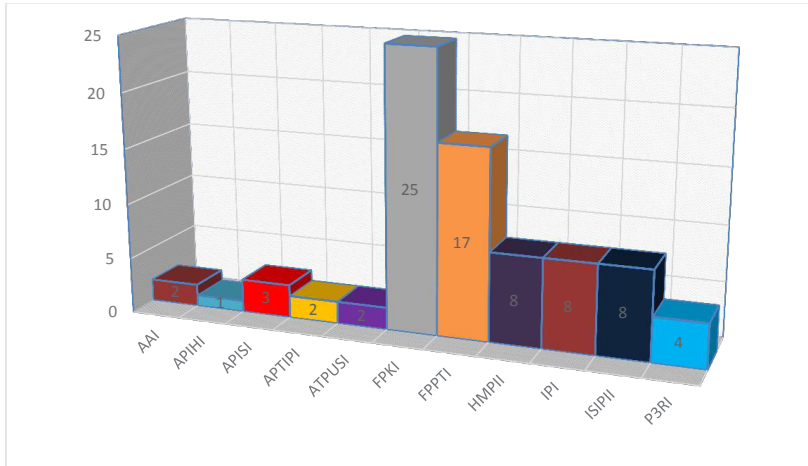
Diagram 2. Membership of respondents in the association

Information professional organizations in Indonesia are said to have developed since 1912 in 3 stages[17]. The third stage consists of the first phase, 1912 with the formation of the Dutch Government at that time, the second stage is when some librarian ties in Indonesia was formed in 1953, and the third stage began in 1973 when IPI was formed. In the 2000s, professional organizations began to appear in various forms and purposes[18]. Only a few can survive and remain active, because as an organization perceived as a 'side job', organizational functions have not yet been properly applied, due to limited time, energy and funds. Overall, information professional organizations in Indonesia to date are more than 23 associations (per 2020), such as IPI, FKFP2TN, APPTIS, FPKI, APIHI, FPPM, FPDI, AAI, P3RI, AMI, AKMI, FPDI (the Indonesian Digital Library Forum), HMPII, APTIPI, and ISIPII.

For the type of college library, the largest organization is the University Library Forum (FPPTI), which was established in 2000 on the initiation of the National Library. Besides, there are several

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[17] Suharyanto, "Refleksi 40 Tahun Ikatan Pustakawan Indonesia : Sejarah Dan Perkembangan (6 Juli 1973 – 6 Juli 2013)," 2013, https://suharyanto1169. wordpress.com/2013/07/21/refleksi-40-tahun-ikatan-pustakawan-indonesia-sejarah-dan-perkembangan-6-juli-1973-6-juli-2013/.

[18] (Indonesia, 2007)

professional organizations of college libraries, such as FKP2TN (Forum Komunikasi Perpustakaan Perguruan Tinggi Negeri). Another organization is APPTIS (Association of Islamic University Libraries) which has the support of the Ministry of Religious Affairs, consisting of Islamic university libraries, such as UIN and IAIN, as well as college libraries under the foundation are characterized by Islam. The organization is a Higher Religious University Library Forum, as the Muhammadiyah Higher Education Library Network, Christian University Library Network, and the Catholic University Library Network [19].

Type of school library also has several professional organizations. There are at least three associations that actively organize activities for its members and networking. The three organizations are ATPUSI (Association of Indonesian School Library), APISI (Association of School Information Workers of Indonesia), and FPSI (the Indonesian School Library Forum). There are several other associations, but the movement is still very limited with the scope of the institution. These three institutions are fairly open, not limiting whether public or private school libraries. Its uniqueness, especially ATPUSI and APISI do not call themselves librarians even though their membership is personal. This is based on the fact that most school library managers have little formal education in library science.

Meanwhile, information professional organizations in this particular type of library are very diverse and fragmented according to the subject of the specificity of each library. The large organization is FPKI (the Indonesian Special Library Forum), whose foundation was initiated by the National Library in 2000. Several major subjects and major ministries have a network of libraries. Several independent professional organizations related to specialized libraries, such as APIHI (the Indonesian Legal Information Workers

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[19] Amirul Ulum and Lasi, "Jejaring Perpustakaan Di Indonesia: Kajian Pada Forum Perpustakaan Perguruan Tinggi Indonesia (FPPTI) Jawa Timur," 2013, ttp://repository.ubaya.ac.id/5360/2/Jejaring Perpustakaan di Indonesia Kajian Pada Forum Perpustakaan Perguruan Tinggi Jawa Timur.pdf.

Association), FPPM (the Media Librarian Professional Forum) established in 2010, Pustakaham.id which contains legal and human rights library networks, and forums others are generally managed by the government's documentation network. Types of public libraries are relatively not too much to be discussed by the library managers. One of them is the Public Library Forum whose establishment was initiated by the National Library Republik Indonesia. After that followed by FTBM (Forum of community-based public library), Ayo Mendongeng Indonesia, and other communities.

In the field of archives have also professional organizations whose development is not as big as the library field. AAI (the Indonesian Archivist Association) is a professional archivist organization whose first Congress was held in 2005. Then, in 2017 there was another professional archive organization, P3RI (the Association of Records Management Professionals). Meanwhile, a professional organization associated with the museum, AMI (the Indonesian Museum Association), formerly called BMMI (Indonesian Museum Board) which has existed since 1998. Then came AKPI (the Association of Indonesian Museum Curator) which was established in 2015.

Other than that, in the order of professional organizations that are more scientific also develop in the realm of information professionals. There are at least three associations, namely ISIPII (Scholar Association of Indonesian Library and Information Science) established in 2006, APTIPI (the Association of Higher Education Providers of Library and Information Science) was established in 2012, and HMPII (the Library and Information Students Association of Indonesia) was established in 2004, which consists of representatives of university students of library and information science courses. The uniqueness of ISIPII and APTIPI is the absence of regional management, with the consideration that the board can be more focused on the substance of development of library and information science.

b. The Element Of Social Capital

The following data shows an element of social capital based on respondents' perceptions within their respective organizations, which includes beliefs, norms and social, and networks.

1) Trust

The role of social capital in the trust element consists of 11 indicators. In general, the findings indicate that the element of trust is more focused on mutual trust within the internal organization, namely between the leader and members, and among the members. This trust influences their actions when outside the organization.

Table 3. Elements of trust

No.	Statement of Trust	Agree	Disagree
1.	I have a strong contribution to the success of activities within the association where I was registered as members.	71%	29%
2.	I see that every member in my association, both leader and subordinate, has mutual trust.	78%	22%
3.	In my association, mutual trust is always instilled	80%	20%
4.	Each member was assigned according to ability.	77%	23%
5.	Leaders in my association always give credit when accepting members' work.	70%	30%
6.	In my opinion, assignments between associations are built on mutual trust.	79%	21%
7.	In my opinion, in the inter-association meeting, each member of the association were given the opportunity to give ideas.	84%	16%
8.	In my opinion, each member of the association is given the opportunity to implement creative ideas.	82%	19%
9.	When I participate for outside parties, I will carry the name of the association as my identity.	76%	24%

10.	In my opinion, each member of the association considered to have integrity in their work.	78%	22%
11.	When I participate for an outside party, I include the name of my association.	79%	22%
12.	In my opinion, each member of the association prioritizes honesty in every activity.	83%	17%

Table 3 shows that of the 12 statements there are 7 statements, namely numbers 2, 3, 6, 7, 8, 10, 11, and 12 with a high percentage, which states that trust in internal professional organizations is very large. In information professional organizations in Indonesia, mutual trust occurs between leaders and members, and also between members. The value of mutual trust is applied by giving each member the opportunity to express their opinions and creative ideas, and implement them. Based on reports from several organizations, it is apparent that most members come from library and information science backgrounds, and members who have non-field backgrounds have more than 1 year experience in information institutions. These conditions create the value of mutual trust that each individual as a practitioner in the same field, certainly has a reliable ability in the field, so they are considered to have thoughts and insights that are in line[20]. Each believes that every thought and insight can build the professional organizations they foster together.

However, there are 4 statements with a low percentage, namely numbers 1, 4, 5, 9, 11, and 12, which states that there is a lack of trust in individuals as members of the organization. They feel less involved in organizational activities and member relationships with leaders who are less close. Professional organizations consisting of 4 roles, namely founders, chairpersons, administrators, and members, show that the relationship between them has a gap. The founder is generally positioned for senior lecturers or senior officials, and

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[20] Salajegheh and Pirmoradi, "Social Capital of the Organization"; Six et al., "Trust and Social Capital in the Design and Evolution of Institutions for Collective Action."

the chairperson is held by alumni in the library and information fields who are also considered as senior and well-established, while members consisting of young people who have just graduated and have just started working. Such condition allows higher sense of the reluctance of senior and junior[21]. The difference in social status causes members to feel less proud of their organization, and lack of ownership, so that when a member participates for an outside party, he may not carry the name of the professional organization as his identity. These conditions indicate that individuals lack the feeling of belonging to the organization.

2) Norms And Values

The role of social capital in Table 4 is an element of norms and values consisting of 9 indicators. These norms and values are the basis for members of professional organizations to take action.

Table 4. Elements of norms and values

No.	Statement of Norms and values	Agree	Disagree
1.	I volunteered to work together with other association members to complete activities together.	81%	19%
2.	I always contribute to achieving common goals.	79%	21%
3.	I have a high awareness to mobilize my potential in achieving goals.	79%	21%
4.	I know the rules in the organization where I was registered as members.	81%	20%
5.	I believe that the imposition of sanctions and rewards are important.	77%	23%
6.	Each member works in accordance with the established work order procedures.	76%	24%

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[21] Kakirman-Yildiz, "Effective Communication Skills to Manage the Library: Relations between Managers and Librarians"; Laksmi, *Konsep Dan Praktik Kerja Sama Antar Individu Di Lembaga Informasi* (Jakarta: Ikatan Sarjana Ilmu Perpustakaan Indonesia, 2015).

7.	Each member performs an obligation (such as paying membership fees).	73%	28%
8.	I once violated the rules and received equal sanctions.	51%	50%
9.	I have received rewards in accordance with the services I provide.	64%	37%

Table 4 represents that of the 9 indicators there are 5 statement, the numbers 1 through 5, which describes the norms and values that respondents understand and implement it in the organization. Norms and values are dominant in the information professional organization visible on the willingness of member organizations to voluntarily contribute to the activities of their own organizations, develop their potential, and applying the rules of the organization. Their answers also showed their pride in the name of their professional organization and also as their identity. So far, the unwritten norms and values are applied in daily operations, such as commitments to agreed tasks, coming on time, discipline in all actions, and being responsible for the results of their activities.

Moreover, they also realize that professional organizations are not binding organizations, and their leaders realize that the function of organizations to develop the competencies and welfare of their members cannot be fully implemented. Although the organization has written rules, organizations cannot force members to implement rewards and sanctions, such as paying membership fees, following procedures or other rules. If the organization enforces regulations, it is feared that many members of the organization will leave the organization, thus threatening the sustainability of the organization. Therefore, between leaders and members of the organization apply the value of mutual respect and mutual assistance, and maintain good relations. Being a leader also needs to have the value of sacrificing, both in energy, time, economy and feeling, because he must share his commitment as an organization manager and as a

member in his main job [22]. Both leaders and members must be good at dividing their time, even if they are forced to sacrifice their days off for the benefit of the organization, dividing time for the main work, family, and professional organizations. This factor also caused many information professional organizations to disband in the middle of the road.

3) Network

Social capital in the form of networking elements consists of 13 indicators. This network emphasizes communication and coordination relationships between members of professional organizations or between other organizations. In general, there are 6 statements which show that most respondents are aware of the importance of networking with similar professional organizations and networking with parties outside the library and information fields. The following table contains the details:

Table 5. Network Elements

No.	Statement of Network	Agree	Disagree
1.	I don't care about the members of the association who have different visions.	58%	42%
2.	I have confidence in each other association members, it does not matter whether the organization is smaller or larger.	78%	22%
3.	In my opinion, every organization in the field of library will share information.	84%	16%
4.	In my opinion, each member of the association can represent his organization to join in a joint activity.	83%	17%
5.	In my opinion, each member of the association carries out activities with discussion / discussion together.	84%	16%

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[22] Kakirman-Yildiz, "Effective Communication Skills to Manage the Library: Relations between Managers and Librarians."

6.	In my opinion, each association organization provides accountability for the tasks that have been carried out.	82%	18%
7.	In my opinion, each member of the association responds quickly when other associations invite cooperation.	79%	21%
8.	In my opinion, when there are organizations facing problems, other organizations will help.	76%	25%
9.	In my opinion, some associations would like to compete with each other, for certain purposes.	61%	40%
10.	In my opinion, the organization will choose partners that match the issue / activity that is ongoing, not because of likes / dislikes.	79%	21%
11.	I realized the importance of relationships with outsiders, especially the media.	84%	16%
12.	I realize the importance of relationships with outsiders, especially the government.	85%	16%
13.	I realize the importance of relationships with external parties, particularly the donor (donor agencies, companies, government agencies, public institutions)	85%	15%

Network counting results showed that members of professional organizations understand the importance of networking with outside parties, such as the media, government, philanthropists, and various other professional organizations. It appears in 6 statements that have high percentage values, namely numbers 3, 4, 5, 11, 12, and 13. Besides aiming to obtain publications, funds, and support, professional organizations also need to exchange and share knowledge with professional organizations that similar[23]. Networking with the media is one of the strategies to get funding

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[23] Adiprabowo, Yusup, and Anwar, "Berbagi Pengetahuan Sebagai Pembelajaran Organisasi Di Perpustakaan Nasional Republik Indonesia"; Winoto, "Membangun Jaringan Komunikasi Di Kalangan Para Pengelola Perpustakaan Perguruan Tinggi Islam Di Jawa Barat"; W. Gumilar, R. Cynthia, and H. Silvana,

and community support, and also implied the strengthening of the identity and trust of all parties involved. Unfortunately, professional organizations that involve media coverage are still rarely carried out. So far all professional organizations have relied on promotion through internet media, especially social media.

Meanwhile, networks with the government are focused on the National Library RI or the National Archives RI, Ministry of Communication and Information, Ministry of Research and Technology, Regional/Provincial Library/Office, and similar institutions. Cooperation between professional organizations in this field seems very limited, even though their activities have the same goals. For example, for the purpose of improving information literacy or improving reading culture in the community, many professional organizations are making the same effort with their respective methods and identities. When done together, of course the effort is more maximal. They will cooperate when there is a close relationship between the boards either its members.

In 2016, several professional organizations also expressed their aspirations through the House of Representatives for national issues such as the literacy movement, the pros and cons of building the DPR library building, less decent officials stationed in public libraries, school libraries as a place to dispose of problem teachers, and other problems related to the involvement of information institutions in educating the lives of the nation[24].

Meanwhile, there are 7 low-value statements, namely number 1, 2, 6-10, which states that professional organizations tend to network with professional organizations in related fields, only when having joint activities[25]. This is caused by the duties of each member

"Komunikasi Organisasi Di Perpustakaan Bapusipda Jawa Barat," *EduLib* 1, no. 2 (2014): 109–20, http://ejournal.upi.edu/index.php/edulib/index.

[24] Jousairi Hasbullah, *Social Capital: Menuju Keunggulan Budaya Manusia Indonesia* (Jakarta: MR-United Press, 2006).

[25] Oliveira and Cianconi, "Cooperation, Sharing And Collaboration: The Case Of The Network Of Libraries And Information Centers On Art In The State Of Rio De Janeiro"; Priti Jain, "Knowledge Management for 21st Century Information Professionals," *Journal of Knowledge Management Practice* 10, no. 2 (2009): 1–11, http://www.tlainc.com/articl1193.htm.

who must be responsible for the main work in their respective offices[26]. Between organizations there is no competition, but they also make limitation to help each other if other organizations encounter problems.

2. Social Capital In Developing Collaboration

a. Bonding Social Capital Is The Main Character

In Diagram 6, the results of the calculation show that out of the three elements of social capital, the element of trust reaches the highest number, namely 83% of the management team and 76% of the members. Meanwhile the network element reached 81% of the management team and 76% of the members, while the element of norms and values reached 78% of the management team and 72% of the members.
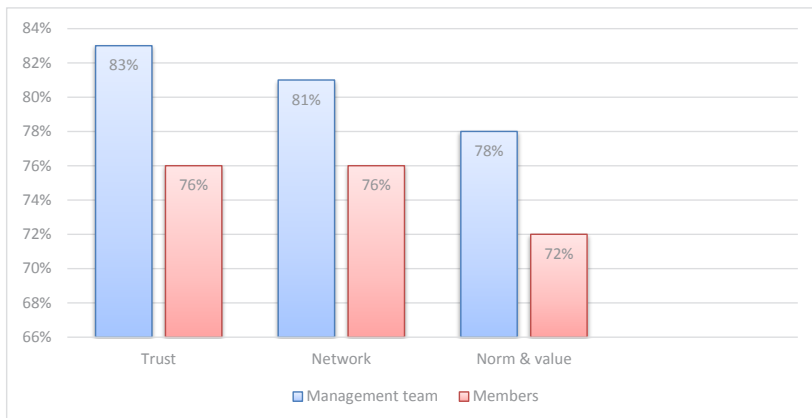

Diagram 6. Trust, network, norms and values

The data shows that the element of trust is the main element for building social capital. Elements of trust and elements of norms and values constitute a unity and mutual support[27]. Thus, the element of trust that also contains norms and values of openness, honesty, togetherness has been applied by management team and members of information professional organizations. The network elements that

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[26] Gumilar, Cynthia, and Silvana, "Komunikasi Organisasi Di Perpustakaan Bapusipda Jawa Barat."

[27] Stueart and Moran, *Library and Information Center Management*.

have high value are also applied by organizations tend to institutions that can support them in funding and promotion. They prefer mass media, because for the sake of spreading the vision of the mission, goals and activities of the organization.

This coverage will allow greater donations. Likewise when they choose to network with government institutions, such as between IPI and the National Library[28], enabling them to get more help from workers and funds to carry out their activities that really need it. For the record, one of the functions of the two institutions is indeed to foster and support organizations or communities in the field of libraries, archives, and information.

Diagram 7 below represents that the application of these three elements is mostly done by the chairperson of the association (86%). He is the person most responsible for instilling norms and values (88%), and building networks (85%). While the Board of supervisors give trust to the organization as the dominant element (88%), meaning that the chairperson of the board of supervisors entrusted professional organizations and members can run the organization well[29]. It is natural in Indonesia that the leader is always the activator of the organization and subordinates obey the leadership's orders[30]. Board of supervisors generally involved only at the beginning of the activity or the national working meeting, to provide direction and guidance. The management team and ordinary members follow the mutually agreed rules and apply the three elements of social capital.

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[28] Suharyanto, "Refleksi 40 Tahun Ikatan Pustakawan Indonesia : Sejarah Dan Perkembangan (6 Juli 1973 – 6 Juli 2013)"; Seunghwan Myeong and Hyungjun Seo, "Which Type of Social Capital Matters for Building Trust in Government? Looking for a New Type of Social Capital in the Governance Era," *Sustainability* 8, no. 322 (2016): 1–15, https://doi.org/doi:10.3390/su8040322.

[29] Desy Natalia Anggorowati and Roh Wahyu Widayati, "Peran Forum Pustakawan Dalam Pengembangan Profesionalisme Pustakawan Di Lingkungan Universitas Gadjah Mada," *Berkala Ilmu Perpustakaan Dan Informasi* 13, no. 2 (2017): 117–30, https://doi.org/10.22146/bip.27499.

[30] Gumilar, Cynthia, and Silvana, "Komunikasi Organisasi Di Perpustakaan Bapusipda Jawa Barat."

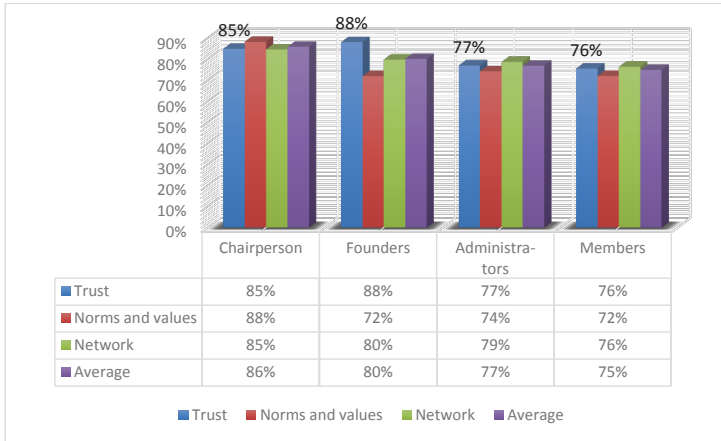|	Chairperson	Founders	Administra-tors	Members
Trust	85%	88%	77%	76%
Norms and values	88%	72%	74%	72%
Network	85%	80%	79%	76%
Average	86%	80%	77%	75%

Diagram 7. Table of management team and member opinions on elements of social capital

The achievement of such networks build trust and demonstrated through activities that have been carried out by professional organizations. Many implement it independently, but many also implement it through collaboration with other professional organizations, mass media (*Kompas*, *Media Indonesia*, *Republika*, etc.), government institutions that usually concurrently provide donations (National Library of Indonesia, National Archives of Indonesia). These activities are in the form of clinics, training, seminars/workshops, consortiums, networking, library law drafting, librarian certification, and many others[31].

This function does not adequately accommodate the other functions of a professional organization, such as the welfare of members and legally protecting members regarding information. One well-known case regarding association members who need legal protection is the case of of a lecturer working in a college in North Sumatera. The lecturer was identified as a suspect in the

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[31] Anggorowati and Widayati, "Peran Forum Pustakawan Dalam Pengembangan Profesionalisme Pustakawan Di Lingkungan Universitas Gadjah Mada."

spread of deception and hatred by the police[32]. The case was assisted by the KAHMI Medan legal team (the Islamic Student Association Alumni Corps) and the IWO journalist team (Online Journalists Association) and canceled the case because it did not fulfill the Article 28 paragraph 2 of the ITE Law[33]. The article states that every person intentionally and without rights distributes information intended to incite a sense of hatred or hostility of certain individuals and/or groups of people based on ethnicity, religion, race, and between certain political groups. In this context, the association must be responsible for carrying out its role as a protector in a legal case involving its members (Regulation No. 43 of 2007 on Library).

b. Replacement Of Identity

Identity that is attached to an individual or group of individuals is a strong capital to build cooperation, especially in the internal organization. Achieving professional organizations certainly make their members proud, so they are more committed to achieving common goals. Identity contains the value of belonging, togetherness, openness and closeness. When they collaborate between organizations, the identity will be more strongly held by the relevant members as distinguishing these individuals from individuals from other organizations. For organizations, identity has adhesive strength between its members. This behavior is also regulated in the librarian's code of ethics, which states in chapter III that every librarian must develop his organization and profession, including upholding the good name of both[34].

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[32] Mochamad Krisnariansyah, "Disebut Penyebar Hoax, Begini Nasib Dosen USU Himma Dewiyana Lubis, Mendadak Pingsan Saat Diperiksa," tribunnews, 2018, http://sumsel.tribunnews.com/2018/05/21/disebut-penyebar-hoaxbegini-nasib-dosen-usu-himma-dewiyana-lubis-mendadak-pingsan-saat-diperiksa?page=2.

[33] M. Andimaz Kahfi, "Polisi Akhirnya Menangguhkan Penahanan Dosen USU Himma Dewiyana, Ini Alasannya," TRIBUN-MEDAN.com, MEDAN, 2018, http://medan.tribunnews.com/2018/06/08/polisi-akhirnya-menangguhkan-penahanan-dosen-usu-himma-dewiyana-ini-alasannya.

[34] Blasius Sudarsono, "Pendidikan Calon Pustakawan," 2015, http://isipii.org/kolom-pakar/pendidikan-calon-pustakawan; Indonesia, Kode Etik Pustakawan.

In the context of professional organizations in Indonesia, most respondents use a changing identity between membership identity in the organization and personal identity, in accordance with interests. Most respondents who are in need of their organization as a vehicle to achieve their interests, such as names, facilities, and so forth, will use the identity of professional organizations. The respondents who were relatively in the productive age, on average aged 30-40 years, showed that they were still actively working and doing trial and error to support their careers for the better. Meanwhile, the organization considers that its members who excel outside the organization can help promote professional organizations.

The problem lies not in the number of information professionals who concurrently have membership in more than 2 professional organizations, but instead lies with individuals who are reluctant to carry their identities as members of certain organizations when working outside. One example is IPI. Historically, IPI as a large organization and represented Indonesia for the librarian association, has not been able to provide its functions properly, so that many librarians are dissatisfied and create new professional organizations[35]. That is, the individual who separates between organization and personal work, probably indicates that there can be a sense of belonging to a weak professional organization, due to the possibility of an organization that has not functioned properly, or a bad relationship between members and management, so that he considers the organization as a mere socializing place and reluctant to use their member identity[36].

C. Conclusion

The issue of social capital in building cooperation between professional information organizations in Indonesia is that social capital has not been created to its full potential. Most individuals in every professional organization in this field are still oriented

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[35] Sudarsono, "Pendidikan Calon Pustakawan."
[36] Stueart and Moran, *Library and Information Center Management*; Hasbullah, *Social Capital: Menuju Keunggulan Budaya Manusia Indonesia.*

towards their own vision and goals. However, between professional organizations do not have the same vision and goals nationally. Social capital that appears in this case is binding social capital within the organization itself or bonding social capital, which implements mutually agreed norms and values, namely the value of trust and the value of togetherness. In addition, each organization networked with external parties, especially the media, government agencies, and donor or philanthropic institutions. The weakness lies in the imbalance in the organizational structure. Only leaders generally have the authority to move the program, so the attachment is somewhat loose. As a result, some of them make use of their identities as members of the organization for their own benefit. Collaboration between information professional organizations can be established, if there is a personal closeness to one of its members or leaders.

Suggestions submitted to professional organizations are to provide awareness to all members that information professional organizations basically have the same vision and goals, namely to make the Indonesian people as learning societies. Other efforts are to improve the function of the organization to protect and prosper the members, such as giving rewards, both physically and psychologically, building more open communication between management and members, making the organization as a place to solve problems and meet the needs of members. Thus, they can arrange integrated activities, so that their programs are more effective, and of course can save energy and funds.

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