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The Identification of Library Collaboration in Facing Changes in the Academic Environment in Indonesia

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Abstract

Background: Library collaboration is an undeniable thing to do, primarily to deal with changes in a very dynamic academic environment.

Objective: This study aims to identify library collaboration in dealing with changes in the academic environment in university libraries in Indonesia which is required to improve competitiveness with the limited resources available.

Method: This study used a quantitative approach with descriptive methods and the data collection was done by conducting a survey by distributing questionnaires distributed at 37 University Libraries in Indonesia.

Result: The study shows the results that 81% of university libraries in Indonesia have had a collaboration which is carried out with units within one university and units outside the external university and this collaboration can improve the communication, image and roles of libraries to deal with changes in the academic environment and the demands of quality graduates. The most common form of collaboration is with the Information Technology Unit at 26.5%, and with this type of collaboration in providing access to the collection at 25.2%. The existing collaboration, however, has not been evaluated to measure the effectiveness of this collaboration.

Contribution: The awareness of collaboration between university libraries can be an important capital for further mutually beneficial collaboration schemes to deal with changes in the dynamic academic environment.

Key words: library collaboration, academic environments, library collaboration survey, university libraries, university libraries in Indonesia

1. INTRODUCTION

Library collaboration is an undeniable thing to do, primarily to deal with changes in a very dynamic academic environment. Decreased budgets and changing environments in higher education are motivating librarians to consider collaborating with other campus entities (Ferer, 2012). Beside that, as identified by the Association of College and Research Libraries (ACRL) in 2010 and 2012, one can see many reasons for collaboration. Decreases or stagnation in library budgets continue to be a trend at schools across the country; many libraries are trying to do more with less and are being asked to assess their services and demonstrate their value to the campus community (ACRL Research Planning and Review Committee, 2010, 2012).

Academic library users are highly educated, relatively familiar with technology and communication systems, and exhibit a high demand for information (Nabhan and Naeema, 2014). The collaboration between college libraries and external campus and community organizations has increased in recent years (Henderson, 2016). The first thing to do before starting the collaboration is to examine the library's mission and vision statement and the library's strategic objectives and plans. The library, then, can determine the type of collaboration intended to make. And their librarians must be able to identify, research, and reach these potential partners in the internal and external environments of universities. The library can work with parties outside the campus to develop a new program or service. The collaboration of university libraries is actually needed to support student achievement and improve the reputation of universities in Indonesia.

The university library collaboration with the units within one university (internal) and external organizations outside the university is increasingly popular and becomes more important to deal with the downward trend in the budget and dynamic academic climate changes at universities (Henderson 2016). The understanding of cooperation as quoted by Henderson (2016) in (Mattessich, Murray-Close, and Monsey, 2001) is as follows:

***Collaboration** is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals. The relationship includes a commitment to mutual relationships and goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and rewards.*

The above definition provides an understanding of the existence of a mutually beneficial relationship to achieve common goals. This collaboration, if properly carried out, will create a mutually beneficial situation where both organizations can have a greater impact by gathering the resources and expertise of others. Yamaguchi and Richardson (2018) state that in recent years, universities have begun to give high attention to the achievements and graduation rates of students, and make such attention a part of their mission and/or strategic plan. A number of stakeholders, including libraries, have a key role to help institutions achieve such goals through the library's expectation to have influence and become a place for students to interact because the library is an integral part of helping students to develop the skills needed to be successful in the academic environment. This study, therefore, is aimed at identifying the library collaboration in facing academic environments in the universities libraries, in Indonesia.

2. LITERATURE REVIEW

Although sufficient literature on collaboration in general is available; however, there are only few published studies on the collaboration of university libraries with units within one university (internal) and external organizations. Ferer (2012) conduct research about librarians and writing center staff looking for ways to foster collaboration and ways that they can begin to collaborate. Library collaboration can be beneficial to students, faculty, and staff (Ferer, 2012; Yamaguchi and Richardson, 2018). The research on collaboration in Scotland was carried out by Kidd (2009) who examined the growth of collaboration between university libraries in higher education institutions in Scotland in the areas of acquisition, licensing, selection and purchase of electronic resources. Ullah (2015) also conducted a research with the aim of investigating the nature of collaboration between the branch library and the university's central library and recommended the steps to strengthen the collaboration. Nabhan and Naeema (2014) held a study to identify factors that influence the success of collaboration in academic libraries in Oman. A number of factors that could support the development of a successful collaboration among Omani academic libraries, such as: a shared mission to support the teaching and research needs of their faculty and students; a general agreement that each library could benefit by collaborating with other academic institutions; and general support from university administrators who also value greater collaboration among Omani academic libraries. The existence of facilities and resources in library such as CID (creativity, innovation, and design) studio can enhance collaboration between librarians and subject-specific counterparts as a new learning method in the classroom (Zaugg and Warr, 2018). Turner (2017) said that systematic planning and a dedication to effective partnerships, the library's collaboration with satellite libraries can successfully increase visibility and access to these resources for the university community and beyond.

The collaborative research in libraries in Indonesia was carried out by Setiani and Silvana (2016) on the type of school library with the title "Cooperation between Teachers and Librarians in the Library Service of *Hikmah Teladan* Elementary School ". The results of the study showed that the collaboration between the teachers and the *Hikmah Teladan* Elementary School Library staff was in the form of developing reading interests through book tour programs and 15-minute reading programs. The collaboration was also carried out in promotional activities by involving the teachers in the distribution of the bulletin. The bulletin was distributed to students through the temporary teachers and those who prepared the bulletin

were the library officers. The research on the collaboration and library networks between Indonesia and Malaysia was also done by Puspitasari, Mannan and Anna (2014) and its result shows that the two countries are collaborating and library networks because they have cultural similarities. Furthermore, the results of collaboration and library networks include the cooperation in collection procurement, master cataloging, preservation and human resource development.

The research on the identification of forms of library collaboration, especially in the types of university libraries in Indonesia if linked to changes in the academic environment, however, has never been conducted. For this reason, it is interesting to do this research to get a real picture of the form of library collaboration in the college libraries. Furthermore, this study offers a description of the forms, benefits and obstacles of university library collaboration in Indonesia.

3. RESEARCH METHOD

This study used descriptive quantitative methods through the survey by distributing closed and open-ended questionnaires to librarians working in the university libraries with total 16 questions (see Appendix 1). The respondents were selected utilizing the total sampling method at the *Pembinaan Pustakawan Perpustakaan Perguruan Tinggi* (literally translated as University Library Librarian Development Program within the Ministry of Research and Technology, Indonesia, in June 2018). The participants are the academic librarians which representing various regions and provinces in Indonesia. The questionnaires were presented and answered in Indonesian language (Bahasa Indonesia). All of the participants filled the questionnaire and gives the response rate 100 percent. Data were analyzed by using descriptive statistics. This study especially aimed at describing the answers to the questions of what forms of collaboration were carried out:

- where units do collaboration of the library within one university
- what types of collaboration were carried out
- what are the detail forms of university library collaboration
- what were the main benefits of library collaboration
- whether library collaboration had been evaluated,
- what impact of library collaboration
- what the obstacles to collaboration in university libraries

After the data collection phase through the survey had been conducted, the data were processed and then analyzed. Then data interpretation and conclusion drawing were carried out.

4. RESULT

4.1 Profiles of Respondents

The research respondents consisted of the university libraries in Indonesia with the number of 37 libraries covering the librarians who work in the units of the university libraries in Indonesia. The following is the table of the units in which the respondents work:

Table 1 Origin of the units where the respondents work

Description	Total	%
University Central Libraries	28	75.7%
Faculty Libraries	4	10.8%
Study Program Library	5	13.5%
Total	37	100%

The description of the types of libraries in which the respondents work is very important to determine the research setting. Table 1 illustrates that 75.7% of respondents worked in university libraries, 10.8% in faculty libraries and 13.5% in study program libraries. This illustration shows that the survey was conducted on the majority of librarians who work in the university library environments as the frontlines in changing the academic environments in the universities. All new policies and regulations are usually applied centrally under the coordination of the university libraries.

4.2 Identification of University Library Collaboration

The results of this study are divided into several categories, three of which are collaboration forms, collaboration types, and collaboration problems. Here are the details.

a. University Library Collaboration Forms

The question starting this category is: "Do you think that the library in which you work has establish some cooperation with other units or institutions?" The following table illustrates the result.

Table 2 Description of the number of the libraries with some collaboration

Description	Number	Percentage
Yes	30	81%
No	7	19%

Total	37	100%
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Table 2 shows a very significant figure where 81% of university libraries in Indonesia have made some collaboration with others. Librarians, basically, have the opportunity to partner with key stakeholders, especially academics, to help improve student academic achievements. The key to such partnerships lies in the library's ability to engage with the academic environment in a way that demonstrates its ability to assist in achieving the organization's strategic goals (Yamaguchi and Richardson, 2018).

The second question is: "What unit collaborates with the university library." This is described in Table 3 below.

Table 3 Units Collaboration of the library within one university

Description	Number	%
Information Technology Unit (IT)	31	26.5%
Centre for Research and Community Services	21	17.9%
Faculty Academic Unit	20	17.1%
University Academic Unit	16	13.7%
Centre for Student Development	12	10.2%
Centre for Counselling	6	5.1%
Student Activity Unit	5	4.3%
Centre for Distance Learning	3	2.6%
Centre for University Career	3	2.6%

Table 3 shows that 26.5% of the units that most work with the university libraries is Information Technology (IT) unit. It cannot be denied that in the era of digital information technology the library must be able to provide digital services to its users. Furthermore, 17.9% of the forms of collaboration were carried out in collaboration with the Research and Community Service Center and this is followed by 17.1% of the faculty's academic units. Pun (2016) states that the library is the main institution that can offer resources, creativity, space, personnel and ideas for each group that intends to partner with a library. Similarly, as conveyed by the College and Research Library Association (ACRL) in its report entitled "Documented Library Contributions to Student Learning and Success: Building Evidence with Team-Based Assessment in Action Campus Project (2016) shows the library's contribution to improving student learning seen in four fields, as follows:

1. a library instruction when library orientation at the beginning of the lecture is attended

2. the use of libraries increasing student success, (for example, circulation, attendance of library teaching sessions, online database access, use of learning spaces, library-between-library loan) showing that students who use libraries achieve higher levels of academic success (for example, GPA, value of courses, graduation) than students who do not use the library.
3. The existence of academic collaboration programs and services involving the library which enhances student learning. The partnership of academic libraries with other campus units, such as writing centers, academic enrichment, and laboratories, produces positive benefits for students (for example, higher grades, academic achievement, confidence, graduation).
4. information literacy training empowering education outcomes in general. Information literacy contributes to inquiry and problem solving learning for students.

Besides the collaboration with internal university units, the university libraries in Indonesia also create the collaboration with external university parties. The following table is about the collaboration forms of the university libraries in Indonesia.

Table 4 Collaboration forms carried out by libraries with external parties

Description	Number	%
Services	30	35.7%
Collection	25	29.8%
facilities and infrastructure	18	21.4%
Human resources	11	13.1%

Table 4 illustrates the forms of library collaboration carried out by the respondents. The distribution of the forms of collaboration carried out by the respondents does not seem to vary greatly. The forms of library collaboration are carried out 36% on services, 30% in collections, 21% in facilities and infrastructure and 13% in human resources. The Collaboration of Higher Education library in Indonesia is a partnership sector where both institutions collaborate to serve the same population or have similar objective form partnerships to combine their resources and knowledge starting from formal to informal ones (Henderson, 2016). This can be known from the users who are served by students, and the forms of collaboration that occur start from sharing information sources to weeding.

The next discussion is a description of the library collaboration forms in more detail where each aspect of human resources, facilities and infrastructure, collections and services are elaborated. The following is a table of library collaboration forms with outside universities.

Table 5 Detailed description of the university library collaboration forms in Indonesia

Description	Number	%
Various information sources/collections (<i>Resource sharing</i>)	24	25.2%
Bibliography catalogues (shared online catalogs)	17	17.9%
Training	13	13.7%
<i>Inter Library Loan</i>	10	10.5%
Catalogue creation / OPAC	7	7.4%
making scientific journals / magazines	6	6.3%
online procurement of materials	5	5.3%
procurement of printed materials	4	4.2%
storage area (shared storage)	3	3.2%
weeding and retention	2	2.1%
preservation and disaster management	2	2.1%
reference service	2	2.1%

Table 5 above shows the collaboration forms carried out by university libraries with external parties of universities, with 25.2% of cooperation forms in the form of sharing information sources or resources (resource sharing), 17.9% access to bibliography (shared online catalog), 13.7% cooperation training and 10.5% loan cooperation interlibrary; meanwhile, the forms of collaboration that are not much done on reference services, preservation and disaster management, weeding and retention are 2.1% respectively.

b. Benefits of University Library Collaboration in Indonesia

The following discussion is about the main benefits of library collaboration. Basically, cooperation is carried out to provide benefits to both parties. For that reason, the relevant question to the respondents is: “what are the main benefits of the library collaboration in which you work?” The respondents’ answers of the benefits of Library collaboration are outlined in Table 6 as follows:

Table 6 Main benefits of library collaboration

Description	Number	%
Providing more access to collections (printed or digital)	33	37.9%
Increasing library users	30	34.5%
Saving procurement budget	13	14.9%
Reducing the workload of librarians	6	6.9%
Increasing availability of collection storage space	3	3.5%
Reducing costs for HR	2	2.3%

Table 6 shows the main benefits of library collaboration, as indicated by 37.9% of the benefit of library collaboration which is to provide more access to collections (both printed and digital). As we know that annually the production of knowledge in the form of books, journals containing scientific articles and other sources is very large amount. In Indonesia, the budget and priorities of each university library are not only in the collection of collections but funds for procurement are also relatively limited. Although the law requires 5% of total university revenue to be given to libraries, the realization in the field is not the case. For that reason, it is very reasonable if the overall collaboration in the university library is still focused on providing better access to collections. As what is done by the Ministry of Research and Higher Education which has the *Garuda* portal (*Garba* Digital Referral) containing research data in the form of articles and journals from universities in Indonesia. Besides, Indonesia has *Indonesia OneSearch* which is under the National Library of the Republic of Indonesia. Shunted from an official check from Indonesia OneSearch, Indonesia OneSearch or IOS is a single search door for all public collections from libraries, museums and archives throughout Indonesia. In addition, this portal also provides an access to international electronic resources (e-resources) subscribed by the National Library of Indonesia to all registered members.

The benefits of other collaboration felt by university libraries in Indonesia are increasing users' satisfaction (34.5%), saving procurement budget (14.9%), reducing the workload of librarians (6.9%), increasing the availability of collection storage space (3.5%) and reducing HR costs (2.3%), respectively.

c. Evaluation and Impact on library collaboration in Indonesia

The dynamic academic environment in universities and the pressure from universities on the quality of graduates and academic success function as opportunities for librarians to collaborate with stakeholders, namely academicians, in order to help improve student academic performance. The key to such partnerships lies in the library's ability to engage in university programs in a way that demonstrates its ability to assist in achieving the university's strategic goals (Yamaguchi and Richardson, 2018). The following is the identification of the university library collaboration to deal with changes in the academic environment in university libraries in Indonesia.

Table 7 Library collaboration in Indonesia is evaluated

Description	Y	N
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Library collaboration is evaluated	46%	54%
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Table 7 above illustrates library collaboration in dealing with the academic environments. The fact that the first question is whether the collaboration of college libraries was ever evaluated gains only 54% for the evaluation of library collaboration and 46% and these facts indicate that library collaboration was never evaluated. In fact, there are significant costs, in terms of time, money and other resources, to build and maintain partnership cooperation, the library must determine whether the results of the collaboration are worth investing. The library must begin to evaluate various aspects of the activities of their businesses, including the evaluation of the effectiveness of their partnerships and collaboration (Henderson, 2016). In addition, evaluation is an important activity to maintain existing cooperation to be more successful.

Tabel 8 Impact of university library collaboration in Indonesia

Description	Y	N
Library collaboration improves communication among units within a university	97%	3%
Library collaboration enhances the role of librarians	100%	0%
The library where I work should work with internal institutions	100%	0%
The library where I work should work with external external institutions	95%	5%
Library collaboration improves library image	94.6%	5.4%
Library collaboration improves the quality of the learning environment	94.6%	5.4%

Tabel 8 shows that collaboration in university libraries in Indonesia has also been proven to improve communication between units within a university (97%), library image (94.6%), the quality of the learning environment (94.6%) and the role of librarians (100%).

The next question is that “ Does the library in which I work have to collaborate with internal and external universities?”. 100% of respondents agreed that the library must collaborate with other units within a university. Meanwhile, the question in regard with the collaboration with external parties is agreed by 95% of respondents. Furthermore, the collaboration of university libraries in Indonesia has proven to improve the library image as rated with 94.6% and improve the learning environment with 94.6%.

d. Barriers of university library collaboration in Indonesia

Implementing library collaboration has obstacles, both of which come from internal and external organizations. The respondents in this section filled out an open questionnaire to

identify what obstacles they experienced in conducting library collaboration in depth. The following is the table identifying the barriers in regard with the collaboration in universities libraries in Indonesia:

Table 8 Obstacles to collaboration in university libraries in Indonesia

Description
Internal barriers
Inadequate facilities and infrastructure
the policy of each unit has not been synergized
lack of competence owned by librarians and library staff
External barriers
Cooperation was made without Memorandum of Understanding (MOU)
Different university policies
No follow-up of collaboration

Table 8 above describes the internal and external barriers in university library collaboration in Indonesia. When identified, the internal barriers in library collaboration can be divided into the ones that come from library organizations and those from human resources (librarians) in the university library. The barriers that come from internal organizations include inadequate facilities and infrastructure, the coordination which did not go well, there were no policies and the reluctance of other units to help the library. Meanwhile, the obstacles that come from human resources include the librarian's competency which is still low and the number of work that the librarian must complete by himself/herself in the form of routine work in the library. On the other hand, the barriers to collaboration originally coming from the external environment include the absence of a Memorandum of Understanding (MOU), diverse university policies, the low follow-up of cooperation such as the reluctance to start open and collaborating with outside universities.

5. DISCUSSION

Collaboration is something that is not easily done in an organization, including in university libraries in Indonesia. The existence of pressure to improve the quality of graduates and dynamic changes in the academic environment leads to the libraries of universities in Indonesia that collaborate well with other units within the university and with external parties face some difficulties and challenges. The research shows that 75.7% of university library collaboration in Indonesia is carried out by university libraries. It can be concluded that the university library has a significant role in improving the quality of graduates. The collaboration in university libraries in Indonesia is also carried out with units that support library

performance in storing, processing and disseminating information as reflected by the cooperation carried out by libraries with other units within a university, namely the information technology unit (26.5%). Ullah (2015) states that the relationship between the central library and departmental libraries must be developed taking into account diminishing resources and the development of ICT.

Similarly, if viewed from the functions of the higher education institution as the parent institution of the university library for teaching, education and community service, then the library must be able to follow changes in the dynamic academic environments in these three functions. This can be considered from the form of university library collaboration in Indonesia where 17.9% of libraries work with research centers and 17.1% of libraries work with faculty academic units. The relationship between the central library and the department, therefore, must be interactive or integrated. University administration and library administration must work together to build beneficial relationships between libraries within universities (Ullah, 2015).

When perceived from the form of library collaboration, 35.7% of university library collaboration in Indonesia still focuses on services; if described in detail the collaboration is carried out on information source sharing services at 25.2% and bibliographic access at 17.9%. Nabhan and Naeema (2014) also identified the challenge of library collaboration in Oman due to the limited collection of university libraries. Yamaguchi and Richardson (2018) outlining the benefits of librarians who partnered with academicians, including improving student achievement and graduation, as well as forms of collaboration using infographics as effective communication strategies in academic libraries. This method can be adopted by librarians in university libraries in Indonesia to improve the form of library collaboration with academic parties.

Furthermore, the benefits of university library collaboration in Indonesia vary greatly, but the most dominant benefit is to provide more access to the collection with 37.9%. Ferer (2012) stated that separated budgets and changing environments in higher education are motivating librarians to consider collaborating with other campus entities. Accountability and assessment are becoming more important on college and university campuses and libraries are being asked how they contribute to learning outcomes, recruitment, engagement, and retention both by their administration and by accrediting bodies. Considering the top trends in academic libraries as identified by the Association of College and Research Libraries (ACRL) in 2010

and 2012, one can see many reasons for collaboration. Decreases or stagnation in library budgets continue to be a trend at schools across the country; many libraries are trying to do more with less and are being asked to assess their services and demonstrate their value to the campus community (ACRL Research Planning and Review Committee, 2010, 2012).

The results of research on the benefits of university library collaboration in Indonesia show a high percentage where library collaboration can improve communication, image and quality of the learning environment, and increase the role of librarians in the academic environment. The awareness of collaborating between university libraries has been seen, and this can be an important capital for further mutually beneficial collaboration schemes to deal with changes in the dynamic academic environment.

The barriers of university library collaboration in Indonesia can be identified through internal barriers (inadequate facilities and infrastructure and inadequate coordination) and external ones (no MOU and reluctance to cooperate with outside parties). This can be seen from the lack of good communication based on achieving the university's vision and mission among libraries and other units within a university. Whereas Johnson (2009) explains the conditions of library collaboration, including the vision and mission to be achieved together and agreement and stated in written documents and shared commitment to achieve goals, respect for differences among libraries, the flow of good communication and clear distribution duties and responsibilities. Based on the finding of barriers to collaboration, it is interesting to study further about what factors influence the process of collaborating with university libraries in Indonesia.

6. CONCLUSION

Collaboration between libraries and units within a university must be done. In Indonesia, the information technology unit is the unit that most collaborates with libraries. This is certainly influenced by the development of information technology, the types of services and the collections in library. Not only that, library collaboration is also the most widely implemented in the service section. Changes in the academic environment greatly affect library collaboration in Indonesia. However, it is proven that library collaboration and improving the library image and quality of the learning environment. However, there are still obstacles in collaborating with libraries including the policies of each unit that have not yet synergized and lack the competence of librarians and library staff.

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Appendix 1 Survey Sheet

The survey sheet was originally distributed in Indonesian language (Bahasa Indonesia).

Section 1. Institution name (library)

Section 2. University library collaboration

1. Is it true that the library in which you work has collaboration with units or institutions?
 - a. Yes
 - b. No
2. Collaboration with **Unit/Centre of the University**:(more than one accepted)
 - a. Information Technology Unit (IT)
 - b. Centre for Student Development
 - c. Centre for Distance Learning
 - d. Centre for Counselling
 - e. University Academic Unit
 - f. Centre for Research and Community Services
 - g. University Academic Unit
 - h. Faculty Academic Unit
 - i. Student Activity Units (UKM, BEM, etc)
3. Types of collaboration available: (more than one accepted)
 - a. services
 - b. collection
 - c. facilities and infrastructure
 - d. human resources
4. Library collaboration with external university : (more than one accepted)
 - a. Sharing information / collection resources (resource sharing)
 - b. Inter library lending (Inter Library Loan)
 - c. Access bibliography (shared online catalog)
 - d. Cooperation in the procurement of printed materials
 - e. Collaboration to procure materials online
 - f. Weeding and retention cooperation
 - g. Preservation and disaster management cooperation
 - h. Collaboration of storage (share storage)
 - i. Training cooperation
 - j. Reference service collaboration
 - k. Cataloging / OPAC cooperation
 - l. Collaboration to create scientific journals / magazines
5. Do you think that the library collaboration gives the benefits for library users
 - a. Yes
 - b. No
6. What are the main benefits of the library collaboration? (more than one accepted)
 - a. Providing more access to collections (printed or digital)

- b. Saving procurement budget
- c. Increasing availability in collection storage rooms
- d. Reducing the workload of librarians
- e. Increasing user satisfaction
- f. Reducing costs for HR

7. Has the existing collaboration been evaluated?
 - a. Yes
 - b. No
8. Does the existing library collaboration improve the image of the library?
 - a. Yes
 - b. No
9. Does the existing library collaboration improve the learning environment for students?
 - a. Yes
 - b. No
10. Does the existing library collaboration provide benefits for librarians?
 - a. Yes
 - b. Not
11. Does the existing library collaboration improve communication between units within a university?
 - a. Yes
 - b. Not
12. Do you think that the library where there is work should cooperate with outside parties?
 - a. Yes, mention the institution
 - b. Not
13. Do you think that the library where there is work should work with an outside party?
 - a. Yes, mention the institution
 - b. Not
14. Do you think that the library where there is work should work with an outside party?
 - a. Yes, mention the institution
 - b. Not
15. Do you think that the library where you work should cooperate with other units within the University?
 - a. Yes, specify the unit / part
 - b. Not
16. What are the obstacles to the library collaboration that you feel?