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Librarian Knowledge Sharing Behavior in University Library

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ABSTRACT

Research in university library is very important as a means of improving the quality of the library. There are relations of social networks that can facilitate the communication traffic between the librarians, who can create knowledge sharing behavior as a strategy or way used for a library purpose. This study aims to analyze the dimensions of Social Capital Theory (structural, relational, and cognitive) which use case study in qualitative approach. The number of informants in this study were 7 librarians, and data analysis technique based on the theoretical framework in order to discuss new findings in library setting. The result shows 4 difference of librarians behavior, which are optimistic cognitive behavior, defensive affective behavior, pessimistic affective behavior, and pessimistic cognitive behavior. Fourth behavioral differences arise from the attitude of librarians in assessing the activities of knowledge sharing. Librarians who have good intention, positive reinforcement, aware of the importance to foster ideas and innovation for the library through the knowledge sharing, behaves as an optimistic cognitive librarian. For who have no intention that grows within itself in the activities of knowledge sharing, because they feel less agree with these materials or a series of activities carried out in these activities, reluctant to convey his ideas to be share, categorized as librarian with defensive affectivebehavior. If librarian have intention, positive support in the form of interest, but less aware and optimal in cultivating ideas and innovation for the library through the knowledge sharing, is a librarian who behaves pessimistic affective. While librarians who have no intention and less aware of the importance of ideas and innovation in the knowledge sharing activities is a librarian who behavespessimistic cognitive.

Introduction

Various changes in the information age has resulted in mostly good organization that focuses on the profit and non-profit such as libraries. Realized the importance of knowledge management as a way to cope with the changing times with the various demands of users are very diverse, because it can be a container that supports an organization to create, creativity, and critical thinking in addressing the competition. Knowledge Management is the key to success in communication between individuals in giving or sharing the knowledge they have, Knowledge sharing (Dalkir, 2005), is associated with the willingness and readiness of individuals to share their knowledge with others.

Results of research conducted by the Delphi Group regarding the composition of the stored knowledge is by 42 percent lies within a person's mind, the data is the largest compared to the percentage of other components such as paper documents, electronic documents, and knowledge-based electronic (Amriani, 2017). Based on the data, the knowledge stored in his own mind usually called tacit knowledge, which is intangible and still not submitted to anyone (Dalkir, 2005). The statement stated that the importance of the knowledge sharing as a means of sharing information and knowledge that are still stored in the mind in order to improve the way people think through the various experiences by others in an organization.As a survey conducted by the IBM Institute stating that 85 percent of people will solve the problems and make decisions by asking other people and gather information from others (Dalkir, 2005). This gives evidence that in doing our daily activities always involve knowledge sharing activities in solving the problems that arise, not excluding organizations that are required to be responsive in meeting the needs of its users are not limited to fast and accurately. knowledge sharing Activity in practice there is several factors that can influence the success or failure of an organization to foster a culture of knowledge sharing in the organization that able to see from the behavior of the organizers of such activities.

By 44.9% factors that can affect the behavior of knowledge sharing is the intention that will also affect the attitude of someone who in some cases can hinder a person's attitude knowledge sharing behavior perceived as individualistic behavior. 56.3% influenced by the behavior of the actual knowledge sharing such as education level, perceived benefits, loss of reputation enhancement, ease of use of tools and technology, leadership, organizational culture, and availability services (Alhalhouli, Zainuddin, & Der, 2014). The study recommends a closer look into tools and social networks as one of the factors that can be a positive influence on a person's attitude to sharing knowledge within an organization. There are several aspects such as networks, norms (Yiu & Law, 2012), support organization, organizational trust, and organizational commitment can have a positive impact on the knowledge sharing resources that manage organization (Muneer, 2014). Based on this results, it can be concluded that the behavior of knowledge sharing is done in the organization have an important role to foster and build a culture kowledge sharing within an organization itself.

Knowledge sharing Behavior has a very important role to foster a culture of knowledge sharing within an organization in order to survive in the midst of competition in meeting the needs of its very diverse. Library as a non-profit organization with close links to information and knowledge, of course, a better understanding of the importance of knowledge management, knowledge sharing in which there is a key success factor in achieving its goals library. Libraries

in this information age that is very much different from the library before the era of information, which only provides care and services as is conventional in the form of a collection of printed books only. They have to obtain by coming directly into the library to just read and get it. Along the development era, has much changed from the library as collections that able to access easily anywhere and in anytime. Libraries are no longer mutually exclusive but it has turned into a common thing because of all circles at this time is more educated so the library with complete facilities and appropriate services will be most in demand library by users (Rachmat, 2014). Connection with this competition, the library must able to develop intangible assets is the knowledge possessed by the human resources assigned to manage the library called as a librarian.

As a resource librarian in charge of managing and providing services on the sources of information in the form of materials or the collection of library materials owned by a library in order to meet the information needs of library users. The position of librarian is very important for a library because librarians are the one who served as the entire processing of library materials in the library from service activities, classification, cataloguing, distribution of domain name for the file, the location of coding even to form the metadata storage format. Not only that, but the librarian is also a very important task in terms of providing services to library users relating to the delivery of back information that librarians have. Without librarians, all the activities the library will not go smoothly to fulfil the function of the library itself including library materials or collections owned by the library will not managed optimally. Librarian in a library is a resource that is potentially a key player in the success of a library in the face of changing times. Library as an information centre will not run smoothly in achieving its objectives without staffed by librarians who are active in supporting the organization's strategy through the understanding, information, and knowledge they have (Setiarso, 2006).

According to the statement allows the emergence of behavior between human resources assigned to manage a library that looked from the habits that do manage knowledge that does not consist of explicit knowledge, but also the tacit knowledge contained in the mind of someone who is very difficult to remove or communicated. Tacit knowledge needs to share from one party to another party through intensive personal relationships, remember in the information age there is now modern technology along with a network or networks that not only serves to store knowledge but also used to support the communication and sharing of knowledge library administrator. Of course, each library has a strategy and the different cultures that have to consider most effective in managing knowledge to achieve its objectives. In this regard, in its implementation college libraries serve users from various fields of science, of course, will have little time for managers to conduct Knowledge sharing if it is done face to face directly as a means of delivering ideas of the human resources in order to achieve excellence and development the library itself.

Theoretical Framework

Improving the knowledge capital organization engaged in the services sector should develop a process or an effective knowledge sharing activities that encourage human resources within an organization to share knowledge. Knowledge sharing activities within an organization do not always go smoothly, but the activities of the knowledge sharing within an organization often problematic and often face many obstacles in its implementation so that it becomes a challenge for the manager responsible for the activity. Sharing Knowledge success in an

organization depends on the attitude and willingness of individuals to share, and the greatest difficulty in knowledge sharing is to change the person's behavior.

Based on the explanation, we need to understand the individuals behave reasons and why they have a certain attitude towards knowledge sharing. When making the decision to share the knowledge with colleagues, an individual will usually take the factor of personal expectations, interpersonal relations, motivation, as well as the costs and benefits that will take into consideration. Social psychology focuses on the relationship between individuals and their social environment, and therefore, sociology and psychology highlight knowledge sharing behavior. Insights from social psychology or more specifically, Social Capital Theory (SCT) is used to understand the behavior of individuals in conducting knowledge sharing.

Social Capital Theory

Nahapiet and Ghoshal (1998)found these writers still seem to limit term social capital only on the scope of one's network relationship structure and limited concept or potential resource that able to access through the network connection. In this regard, he holds to develop the elements of social capital as the sum of the total resources of actual and potential, through and derived from the relationship networks owned by an individual or social, that consists of two network relationships and assets that can be mobilized through the network. As a source of power that is rooted in a set of relationships, social capital certainly has some different attributes. In addition, to explore the context of social capital role in creating intellectual capital, Nahapiet & Ghoshal (1998) suggest to considering some aspects. Which is analytically analyze to show a very important aspect and interrelated. In more detail includes three structures, which he calls the dimension, the dimension of structural, cognitive, and relational.

Structural Dimensions

In distinguishing structural and relational dimensions, they guided by the outcome of the discussion Granovetter in Nohria & Eccles, regarding the integration of the overall structural and relational concerning the nature of the social system and connective tissue. The term describes the impersonal configuration or connection between people or units. The concept of the structural dimensions of social capital used to refer to the overall pattern of relationships between individuals. Relate or interact with whom and how it used to connect or interact with them. Analysis of important aspects according to Coleman in this dimension, namely, that there was no network of relationships between individuals, which describe the pattern of close relationship or intimacy, relationship network only created for one specific purpose.

Relational Dimensions

In contrast, the relational dimension describes the type of personal relationships of individuals who have grown together through history interact (Nohria & Eccles).This concept focuses on the specific relationships of the individual, such as respect for the friendship that may affect their behavior. Through personal relationships that continue this, individuals can meet social needs or motives as socialization, approval, and prestige. Examples of relational relationship, in this case, are able to analogize by the following explanation, two individuals who can occupy a similar position within the same network configuration, but if the personal and emotional attachment they are different, their actions will also tend to differ in important ways. The concept of the relational dimension of social capital is to refer to assets created through special and parallel relations as a reflection of the behavior. In contrast to the structural

dimension, the relational dimension is the key aspects that interpersonal relationships or close relationships, beliefs, norms, sanctions and liability.

Cognitive Dimensions

The third dimension of social capital is the cognitive dimension that refers to resources that provide shared interpretation. They identified these dimensions separately and stated that the cognitive dimension is an important asset that not addressed in the current main literature of social capital. These resources also show a very important aspect in the context of intellectual considerations that include the code and the common language used to share knowledge among members of networks that can increase understanding between individuals and makes communication between individuals become more effective because it is proses-mental processes and ideas.

Research Methods

The method used in this research is using the case study method. The case study method is able to carry out observation regarding the case or the phenomena and bound by a particular system. Which takes place from time to time by collecting data through a variety of methods, as well as by involving a variety of resources that can support research towards a focal point or context being researched (Idrus, 2009). Based on the title of the research presented, the researchers chose to conduct a qualitative study based on the object tofocus on the problem. Qualitative research not only express the meaning in general, but also able to understand the interaction of complex social interactions (Sugiyono, 2013). Qualitative studies have to focus research on social situations or events that underlie the form of symptoms in the activities carried out by a group of individuals. Therefore, we get a deep information about librarian behavior through interactions made by each individual in knowledge sharing activities, to achieve the goals and success of library in facing of increasing fierce competition in the information age.

Selection of informants as a source of data in this study are based on the principles of the subject who controlled the problem, have the data, and are willing to provide complete and accurate information. Eligible informants to becomes key informants in this study was the chairperson of the Community of Practices librarian Airlangga University member. The number of informants is not the question on qualitative research, because it depend on the appropriateness informants selection and the complexity of the diversity of the social phenomenon under study. The number of informants in this study were 7 librarians (AB, AS, DP, DW, IF, SG, SR), choosen by the snowball sampling technique, that is the process of determining the informant by earlier informants without specifying exactly amount, to dig up information related to research topics needs (Idrus, 2009).

Other Results

Structural Dimensions in Knowledge Sharing Behavior

Structural dimension is the dimension that facilitates the individual's behavior in the conduct of knowledge sharing; this dimension refers to the overall pattern of relationships between individuals. Uphoff explained that the structural components consisting of roles, rules, procedures and networks that facilitate collective action are mutually beneficial to do business, create hope, achieve specific results, providing direction on how others will act, and so forth. The structural components are relatively are objective and can be observed through a certain role, both formal and informal rules, both explicit and implicit, that supports the four basic

functions and activities required for collective action that includes decision-making, resource mobilization and management, communication and coordination and conflict resolution (Uphoff, 2000).

Most of the structural component has a cognitive element, associated with detachment and able to observe. Structural components can be observed and identified through a procedure approved and understood, which is the process or routine for conducting, through the role and rules that have been set. Furthermore, it showed through precedent, namely the actions and results that establish the validity and value of the roles, rules, and procedures of the previous (Uphoff, 2000). Initial support from the wide variety of rules and procedures established by the library to carry out knowledge sharing activities. The existence of regulations that required attendance and certificates obtained through knowledge sharing activities can be used as a condition for promotion and attendance within four times, will receive a certificate. Therefore, in a year participants will receive three certificates. The laws are that every member of the Community of Practice, which sent to attend workshops, training, and seminar, shall be share at the event. And the awards more on individuals in Community of Practice who are willing to become a speaker to share the experience and the knowledge will get a certificate with the greater weight with the reward (money) to reflect some role or individual efforts in performing the activity. In connection with the knowledge sharing, individual businesses have a very important role, to affect the course of events knowledge sharing done because it can support and inhibit the activity of the knowledge sharing in achieving its goals. Role or businesses contained in this research are the role or individual efforts in Community of Practice undertaken to support and achieve the success of the activities of Knowledge sharing in the library. Unwittingly, some role, as well as the efforts, undertook informants in knowledge sharing activities undertaken to support these activities. In this regard, the individual feels the need to have a role and efforts of its own that comes from within themselves to achieve their objectives knowledge sharing activities that ultimately can also provide support for the achievement of the overall objectives of the library. Whatever the role and efforts of the individual in favour of Knowledge sharing activities can be a positive support.

SG and IF informant feels the need to follow the activities knowledge sharingperformed regularly such as an obligation that must be carried out. Informants participated in these activities because they feel his presence is a liability. When they feel there is an obligation that must carried out, then those who have a sense of responsibility to carry out what they have to enforce. Similarly, the set of rules that have been set, they will obey and will participate in an activity that will have a positive impact for the activities of the knowledge sharing because it will create a habit. Whatever the form of rules and procedures, can have a positive impact on the activities of the knowledge sharing done routinely every month such. When someone feels bound, someone will feel the need to be present in these activities and is responsible for implementing the tasks that ordered. Then unwittingly creates a rut because they do repeatedly. An attempt will reflected in the activities of knowledge sharing that with their attitude is always involved and is always present in these activities.

The existence of the prescribed rules, ultimately create a habit for people to follow the activities knowledge sharing, but it has not been able to create awareness of the individual. They just felt compelled to follow the activities of Knowledge sharing. The lack of awareness of the people who appear makes them feel theirk knowledge sharing activities only as a formality in the organization, there is something that can attract sympathy to open up to these activities. It will make people less active in Knowledge sharing activity itself and tend to shut down activities to

share because he will not come from within himself. Thus, the existence of a binding regulation can be initial supports in the conduct of Knowledge sharing activities. However, not everyone can reap the benefits of their rules or procedures established. Seen from those who are just trying to come and are still reluctant to open his mind to share to members of the Community of Practice others involved in the activities of the Knowledge sharing. The existence of individuals who are still reluctant to open his mind to the sharing activities can reflect behavior that can inhibit the activities of Knowledge sharing. Then the binding regulationsdo not entirely support the activities of the Knowledge sharing maximum, simply encourages individuals to start a repetitive activity that can create a habit and depend on each individual to react to it. The existence of individualswho are still reluctant to open his mind to the sharing activities can reflect behavior that can inhibit the activities of Knowledge sharing. Then the binding regulationsdo not entirely support the activities of the Knowledge sharing maximum, simply encourages individuals to start a repetitive activity that can create a habit and depend on each individual to react to it. The existence of individuals who are still reluctant to open his mind to the sharing activities can reflect behavior that can inhibit the activities of Knowledge sharing. Then the binding regulationsdo not entirely support the activities of the knowledge sharing, simply encourages individuals to start a repetitive activity that can create a habit and depend on each individual to react to it.

They were addressing the binding rules in a positive way, will feel the benefits or the values they can take on any of these activities. The benefits in question here is a benefit for them in terms of increasing knowledge, self-development, experience and benefits to promote the goals and ideals of the organization. Awareness that comes from within the individual will be the biggest factor in the dimensions of which can facilitate the activity or activities of the Knowledge sharing. The intention that comes from within the individual is able to influence the attitudes of individuals to support the activities of Knowledge sharing. The intention depends on each individual in the activities of Knowledge sharing. The visible effort of DW and AS informants is not merely to be present in such activities as a binding regulation, more than that they feel encouraged to always follow the activities of the Knowledge sharing because the theme is different in these activities, which eventually can spur them to dig up information until they really understand. When people feel he had the intention, willingness is great and has managed to benefit from Knowledge sharing their activities, they feel want to motivate other individuals who in practice is less active. AB, SR, and DP informants have their own way to foster interest and positive attitude of other individuals in the activities of Knowledge sharing. Through self-consciousness, they tried to evoke the spirit of other people by sharing the results of the activities of Knowledge sharing in a group of social media at their disposal to facilitate of Practices Community members are unable to attend the activities of the Knowledge sharing. In addition, they strive for always participating actively by asking questions even willing to become speaker when no one is willing to be a speaker and share his knowledge on future activities. Awareness comes from the people who are able to create businesses and individual role in fostering a positive attitude in supporting the activities of the Knowledge sharing.

Their goals and expectations of each individual in the activities of Knowledge sharing is the main thing that affects individuals in such activities. Goals and expectations will be achieved each individual will reflect their motives in carrying out the activities of the Knowledge sharing. Why are people willing, or why people are not willing to do the activities of Knowledge sharing will appear on the goals and their expectations from this event. Librarian that address activities of Knowledge sharing with the positive has the objective to obtain knowledge, new science, and

as a venue for self-development, even as a place to practice and learn to hone their ability in speaking and in terms of working practices should they controlled in serving Pustaka. Informants are conducting knowledge sharing only, because it is a rule set activity that need to carry as a form of adherence. In connection with the expectations to be achieved each individual in the activities of Knowledge sharing, informants here want to achieve alignment level of knowledge acquired in other librarians who have the opportunity to attend a seminar or training outside the library, so they will be encouraged to always follow the activities of the Knowledge sharing the.

The structural components observable through social relations, which is a more general relationship and extensive involving certain patterns as well as cooperation on a regular basis regarding the material and nonmaterial. Usually often described and analyzed, for example in the case of a network (Uphoff, 2000). An important aspect according to Coleman (1998) in the structural dimension, that there was no network of relationships between individual to describe the pattern of close relationship or intimacy, relationship network created only for one specific purpose. Patterns on the structural dimension informant relationship suggest that they interact due to a certain condition, which is because they gather in a forum they felt should appreciate and mutually aware of other individuals in the Community of Practice who attended the event Knowledge sharing. The existence of a condition that allows them to be separated in terms of work, to make them communicate with each other and form a pattern of interaction with their time available for this gathering, especially in the activities of the Knowledge sharing. More than just a meeting between people who separated by the workplace, here informants felt that the interaction patterns formed due to problems, or resolved by employment. The formation of the interaction patterns, automatically build and create a social network in it. Although the pattern of interaction of social networks formed, their close relationship is less visible. Informants here feel that they are interacting and networking instead based on their personal interests, but the relationship created merely to achieve the interests and common goals. Their patterns of interaction and social networks that well established among individuals will trigger a lack of cooperation. AS and DP informants feel their patterns of interaction and social networking is very important to foster cooperation among individuals in the group. They consider that the beginning of good cooperation is the pattern of interaction and social networks are well established. Growing awareness of individuals to work as a team and not being an individualist, will have a positive impact on their attitudes in sharing all those years of knowledge and to realize common goals within the organization, which in this case is the library.

Overall, relationships or patterns of interaction and social networking can be a positive or negative impact that may affect a person's attitude when doing activities Knowledge sharing. When the informant at the pattern of interaction and social networks are already well established, it will lead them to think more positively so that the activities of Knowledge sharing also able to done actively, and vice versa. It also depends on the time available, the informant here feel that in the implementation of the Knowledge sharing relatively short time available. However, the pattern of interaction and social networking is good and can have a positive impact on the activities of Knowledge sharing, that still considered less than the maximum in taking the values or benefits from such activities.

In connection with the technology that is growing rapidly in the current information age, can have a positive impact on the activities of Knowledge sharing because it can be beneficial and help to better support these activities. Here the benefits of technology as a tool that can help facilitate and enable individuals to communicate, especially in activities to share knowledge and information in its possession. DW informant, AB, AS, IF, SG, SR, and DP felt that their

technology is very useful and can help facilitate their activities in the conduct of Knowledge sharing. It showed from the rapid transfer of information and as a supporter of the Knowledge sharing activity itself.

In essence, the structural dimensions are dimensions that facilitate the activities of the Knowledge sharing, which there is a pattern that created to drive the success of these activities. A pattern of deliberately created due to certain expectations to achieve, but none of interaction patterns that reflect a close relationship in this dimension. Because of all relations and cooperation formed merely fulfilling its responsibilities and obligations in performing the tasks to achieve a common goal. This dimension also has a tool that can help facilitate the communication activities of individuals in the activities of Knowledge sharing. It appears some obstacles and support in structural dimensions can inhibit or encourage the success of the Knowledge sharing. Individual consciousness, intention, good relationship that created is a picture that can support the activities of Knowledge sharing. Instead, feeling forced, no consciousness, individualistic attitudes, and limited time availability can be a picture that can inhibit the activities of individuals in Knowledge sharing.

Relational Dimension in Knowledge Sharing Behavior

Relational dimension is the dimension that can motivate individual behavior in conducting Knowledge sharing. This dimension is the dimension that is very important because there are individual decisions for or not interested in doing the Knowledge sharing activity itself. It influenced by the establishment of close links between individuals who established and developed through interaction history that has created previously (Nohria & Eccles). Informants here feel when the interpersonal relationship that exists is mediocre then their interest in discussing or conducting Knowledge sharing will be less. Especially if they feel not good interpersonal relationships, will lead to laziness for them to just meet or communicate, informants will tend to avoid any activity by the individual concerned. It will become an obstacle to the activities of Knowledge sharing, and resulted in individuals being less supportive that these activities. Conversely, when an individual has a personal emotional connection that is formed from the existence of a customs, interactions, as well as in common areas of work, then they feel can help each other and work together to fulfil their personal interests or of mutual interest in the work being done in an organization. They consider the convenience in terms of work depends on the relationship between the individuals themselves. The more they have a close relationship will increasingly make them comfortable in doing his job. In conjunction with the Knowledge sharing activities, they will also be more comfortable because there is no sense of awkward to communicate and express their opinions, even they feel can deliver or perform Knowledge sharing activities with their everyday language. Then, good interpersonal relations will positively affect one's attitude to conduct Knowledge sharing. Automatically also in meeting the social needs of individuals in an organization will be more comfortable anyway.

If the interpersonal relationship established properly, it will automatically generate a sense of comfort for the individual, both in terms of personal fulfilment of social needs and for the benefit of the organization. Through the sense of comfort, information will grow itself, trust between the individuals concerned. Informants claimed that belief, which has grown, are unbuyable, then when the trust had been betrayed informant automatically, trust will be lost and will be difficult to restore. Moreover, the informant at interpersonal relationship will appear certain norms that able as awards or mutual appreciation of each other. The close-knit relationship will always be maintained and well established. From there it will grow an

obligation and reciprocity from within the individual mutual obligations reply they have received from other individuals. Of their beliefs, the growth of norms, obligations and mutual repay will grow self-sacrifice among individuals. Thus, as a whole will create a positive attitude in supporting the activities of the Knowledge sharing. A sense of comfort that formed, trust, up to self-sacrifice has its own interest of individuals to other individuals in the mutual encourage good behavior.

In the concept of interpersonal dimension, a close relationship is able to shape the underlying and motivating activities Knowledge sharingthat can positively affect the individual's attitude in conducting such activities. Through this dimension, a person's decision to conduct Knowledge sharing formed. If the individual has a close relationship, they will feel comfortable and confident to sacrifice, so that in carrying out the activities of the Knowledge sharing will feel safe and supported each other. Conversely, when their close relationship does not develop, it will not create a sense of comfort, safety and trust. The state is able to make people withdraw and even avoid conducting Knowledge sharing with the individuals concerned.

Cognitive Dimension in Knowledge sharing Behavior

The third dimension of social capital, the cognitive dimension, which refers to resources, that provide shared interpretation. It suggests that the cognitive dimension is a very important aspect in the context of intellectual considerations that include the code and the common language which is used to share knowledge between members of the network that can improve understanding between individuals and makes communication between individuals become more effective (Nohria & Eccles). Regarding this dimension, the informant felt the need to equalize the perception of understanding to acquire only between individuals who provide information or knowledge of the individual who receives the information or knowledge. Here, they have a specific strategy for the perception; starting from one another asking even recounted the core topics presented by the giver of knowledge. Then to clarify the new terms that unknown by Community of Practices in Knowledge sharing activities, they utilize their social media group in sharing information or a brief overview of the topic in which there are new terms. Then in the implementation, an informant that the speaker will deliver coherently about the themes that are being discussed, and if in it there is a term that has not been widely recognized by the Community Of Practices in Knowledge sharing activities, they will explain the philosophy first. Knowledge sharing events will not go smoothly and will not achieve maximum results when members do not understand and are not able to capture important values contained therein.

In addition to the understanding of equality is indispensable here, also presented their cognitive dimensions in ways that need to done, and to maintain communication between *Community of Practices* in order to form compactness and can keep the kinship between the members. Ways that do still very simple where only rely on the friendship that has existed for granted in Community of Practices. The social media group was formed to increase their relational closeness of the relationship, because in the group there is a mild joke activity, and to motivate them to establish a close friendship.

More than just the perception and maintain communication between individuals in the group. Cognitive dimension has a big influence in affecting the behavior or attitudes of individuals in Knowledge sharing activities, especially in terms of managing the cognitive aspects of each individual. It mean that the Knowledge sharing activities that have been carried out not in vain, and is expected to reach new ideas to foster an innovation that can be useful to promote the goals of the library or organization. Informants here feel the need to assume the

aspect of cognitive-based its own way. For example by pouring ideas that owned through an article, or to develop an idea which owned by discussing with other individuals within the group to create an innovation. As well as by managing aspects of cognitive to deepen their knowledge they have earned with their own search for references. Based on the activities carried out, it will be better and potentially from his own ideas. Individuals who have very limited time will tend to forget and do not develop the knowledge they have acquired to be used as new ideas that can foster an innovation that can promote the goals of the library.

Overall, the cognitive dimension is the dimension that is able to facilitate Knowledge sharing. In the cognitive dimension can be seen how the creation of a uniform understanding among individuals in the group. Knowledge sharing will not run smoothly and will not reach a common ground to achieve the goals of an organization in the absence of a uniform understanding of each individual in the group. In this dimension also seems a way of how to maintain communication between individuals in the group, so that their relationship will always maintained. Moreover, there is also a way in which each individual in managing knowledge gained from Knowledge sharing activities that done, so it would be more beneficial either for personal benefit or for the benefit of the organization in achieving common goals.

Discussion
Librarian Knowledge Sharing Behavior at the Library of Airlangga University
Through the data obtained in the study, it appears there are four categories of behavior librarian at the Library of Airlangga University in the activities of Knowledge sharing, there are librarians who behave optimistic cognitive, librarians who behave defensive affective, librarians who behave pessimistic affective and librarians who behave pessimistic cognitive against the Knowledge sharing activities. The creation of interpersonal relationship that exists among the four categories of behavior is the same librarian. When creating an interpersonal relationships strong and well established to be creating a comfort, trust, obligations, norms, sense of reciprocity, and each willing to sacrifice because they will share in the absence of feeling awkward and more open. Because of the activities of Knowledge sharing are able to done by using everyday language too. Conversely, when there is no sense of comfort, and the relationship is not good, then the communication will feel awkward and people tend to shy away.

Optimistic Cognitive Behavior
Librarians who behave optimistic cognitive knowledge sharing activities are those who carry out and follow Knowledge sharing activities that held regularly at the library based on the awareness of itself. Those who have the optimistic cognitive attitude have a purpose and hope to get the benefits, take important values, and trying to dig up information and knowledge in these activities in order to be useful to them and others. Librarians who behave optimistic cognitive realized the need for an understanding of the information and knowledge they have received, then when they feel do not understand and do not understand, they will try to equate this understanding in their own way. Can be seen from the activity ask each other; provide an inducement so that individuals who receive the information to disclose return information and knowledge that has been received. Awareness to reach new ideas which foster an innovation that can be useful to promote the goals of the library or organization.

Defensive Affective Behavior
Librarians who behave in affective defensive librarians assess knowledge sharing activities are activities that are more or less the benefits for themselves and the organization, but the librarian does not agree with these materials or a series of activities carried out in such activities. In connection with such an event, resulting in the individual being bored and considers

such activity less attractive, causing an unfavourable reaction to the activities of the Knowledge sharing conducted the routine. As a result, he attended the activity was limited to liability only. More than that, librarians assume that these activities could not accommodate his ideas for the development of libraries.

Pessimistic Affective Behavior

Librarians who behave in affective pessimistic librarians who support the activities of Knowledge sharing is done routinely in the library. The librarian also has a positive intention that these activities, but the implementation is the less ambitious and less than optimal in applying the values contained in these activities to achieve the goals of the library as a whole. Can be reflected when the librarian to develop ideas for a common goal only when he feels need it, in other words, it will create innovation when there is a demand internally and externally, and lack of awareness in this regard would make a librarian less than optimal in addressing the activities of Knowledge sharing.

Pessimistic Cognitive Behavior

Librarians who behave pessimistic cognitive, a librarian who follow the activities of the Knowledge sharing only on the basis of attachment rules to be followed and requiring them to be present in such activities, without any consciousness of the individual. Moreover, in developing the cognitive aspects, such as developing ideas for promoting the library, people does not tend to provide positive support because it feels the time is limited in doing so develop their ideas. Consequently, no action gave to the library in terms of contributing ideas and critical thinking for the development of the library itself. It will become an obstacle to the activities of the knowledge sharing.

Through the data obtained in the study, table below show four categories of librarian behavior at the Library of Airlangga University in the activities of knowledge sharing:

Table 1. Librarian Knowledge Sharing Behavior

Aspects of Analysis		Librarian Behavior			
		Optimistic Cognitive (informan: AS, AB, SR, DP)	Defensive Affective (informan: IF)	Pessimistic Affective (informan: DW)	Pessimistic Cognitive (informan: SG)
Structural dimensions	Procedure	Achieve alignment of knowledge and experience acquired by other librarians who had the opportunity to attend seminars or training outside the library.	Limited form of adherence to the rule set. (There is a reactive attitude to the activities of the Knowledge sharing)	Their interest in the topics covered in the activities of the Knowledge sharing.	Limited form of adherence to the rule set.
	Intrinsic Motivation	Following the Knowledge sharing activities based on faith that grows from within the individual.	---	Following the Knowledge sharing activities based on faith that grows from within the individual.	---
Relational dimensions	Interpersonal relations	When people feel comfortable, then there is no feeling awkward, and in the delivery of Knowledge sharing can use everyday language. Conversely, when there is no sense of comfort, then communication will feel awkward and people tend to shy away.	When people feel comfortable, then there is no feeling awkward, and in the delivery of Knowledge sharing can use everyday language. Conversely, when there is no sense of comfort, then communication will feel awkward and people tend to shy away.	When people feel comfortable, then there is no feeling awkward, and in the delivery of Knowledge sharing can use everyday language. Conversely, when there is no sense of comfort, then communication will feel awkward and people tend to shy away.	When people feel comfortable, then there is no feeling awkward, and in the delivery of Knowledge sharing can use everyday language. Conversely, when there is no sense of comfort, then communication will feel awkward and people tend to shy away.
Cognitive dimensions	Codes and Language Together	There is awareness and action to develop ideas gained from the activities of Knowledge sharing.	Prefer to remain silent and do not develop the idea.	Awareness is still lacking, actions to develop the idea only done when there is need.	There is no time to develop the idea.

Conclusion

The behavior of librarians in the conduct of knowledge sharing are identified through the three dimensions contained in the Social Capital Theory, which included a structural dimension and cognitive dimension to facilitate the activities of knowledge sharing, as well as the relational dimension as the underlying dimensions librarian for unwilling or unable to do that. From that activities structural dimension, there are some efforts, roles, rules, procedures, goals, expectation,

and pattern of interaction. Social networking, collaboration, and media can help librarians in supporting the activities of knowledge sharing. Through the cognitive dimension, there is a cognitive aspect of management librarian, starting from how they equate understanding of the activities; librarians maintain communication within the group, to manage his thoughts to create ideas that will foster innovation to develop a library. Through the relational dimension, there is a librarian's decision unwilling or unable to perform activities of knowledge sharing.
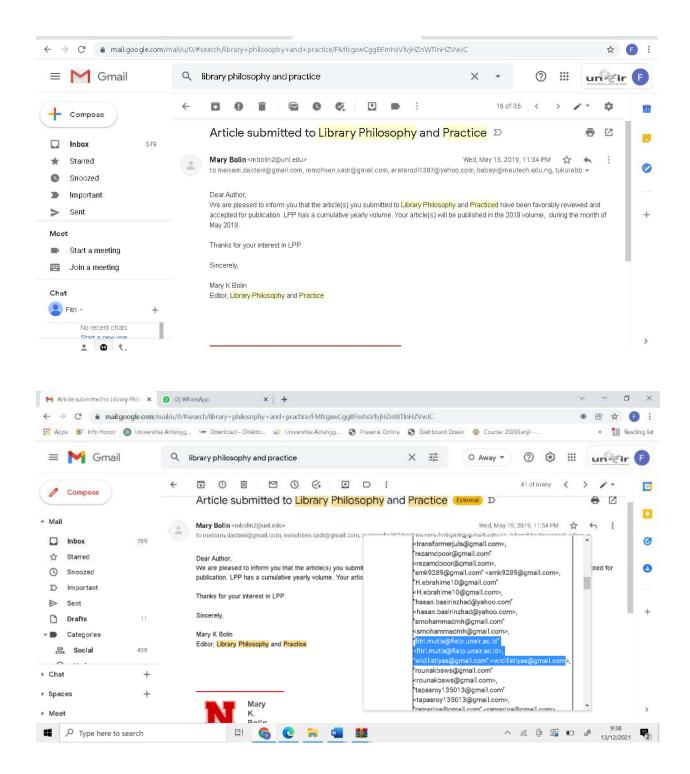
Based on the behavior reflected in the librarian in conducting Knowledge sharing, can be seen in the different behavior, that behavior is optimistic cognitive, affective defensive behavior, behavior pessimistic cognitive-affective and behavioral. Fourth behavioral differences arise from the attitude of librarians in assessing the activities of the knowledge sharing. Librarians who have the intention, positive reinforcement, and aware of the importance of foster ideas and innovation for the library through the knowledge sharing is a librarian who behaves optimistic cognitive. Librarians who have no intention that grows from within itself in the activities of knowledge sharing, because they feel less agree with these materials or a series of activities carried out in these activities, so reluctant to convey his ideas to share is a librarian with affective defensive behavior. Librarians also have the intention, have positive support in the form of interest, but less aware and less optimal in cultivating ideas and innovation for the library through the knowledge sharing is a librarian who behaves pessimistic affective. While librarians who have no intention of growing from within and less aware of the importance of ideas and innovation that is formed in the Knowledge sharing activities carried out in the library is a librarian who behaves cognitive pessimistic. However, less aware and less optimal in cultivating ideas and innovation for the library through the knowledge sharing is a librarian who behaves pessimistic affective. While librarians who have no intention of growing from within and less aware of the importance of ideas and innovation that is formed in the knowledge sharing activities carried out in the library is a librarian who behaves cognitive pessimistic.
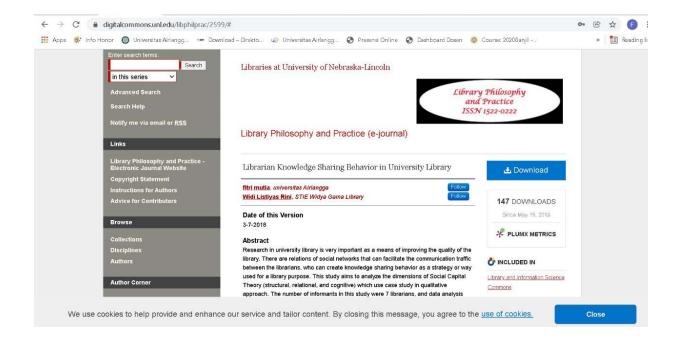
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Librarian Knowledge Sharing Behavior in University Library

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Abstract
Research in university library is very important as a means of improving the quality of the library. There are relations of social networks that can facilitate the communication traffic between the librarians, who can create knowledge sharing behavior as a strategy or way used for a library purpose. This study aims to analyze the dimensions of Social Capital Theory (structural, relational, and cognitive) which use case study in qualitative approach. The number of informants in this study were 7 librarians, and data analysis

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ABSTRACT

Research in university library is very important as a means of improving the quality of the library. There are relations of social networks that can facilitate the communication traffic between the librarians, who can create knowledge sharing behavior as a strategy or way used for a library purpose. This study aims to analyze the dimensions of Social Capital Theory (structural, relational, and cognitive) which use case study in qualitative approach. The number of informants in this study were 7 librarians, and data analysis technique based on the theoretical framework in order to discuss new findings in library setting. The result shows 4 difference of librarians behavior, which are optimistic cognitive behavior, defensive affective behavior, pessimistic affective behavior, and pessimistic cognitive behavior. Fourth behavioral differences arise from the attitude of librarians in assessing the activities of knowledge sharing. Librarians who have good intention, positive reinforcement, aware of the importance to foster ideas and innovation for the library through the knowledge sharing, behaves as an optimistic cognitive librarian. For who have no intention that grows within itself in the activities of knowledge sharing, because they feel less agree with these materials or a series of activities carried out in these activities, reluctant to convey his ideas to be share, categorized as librarian with defensive affective behavior. If librarian have intention, positive support in the form of interest, but less aware and optimal in cultivating ideas and innovation for the library through the knowledge sharing, is a librarian who behaves pessimistic affective. While librarians who have no intention and less aware of the importance of ideas and innovation in the knowledge sharing activities is a librarian who behaves pessimistic cognitive.

Introduction

Various changes in the information age has resulted in mostly good organization that focuses on the profit and non-profit such as libraries. Realized the importance of knowledge management as a way to cope with the changing times with the various demands of users are very diverse, because it can be a container that supports an organization to create, creativity, and critical thinking in addressing the competition. Knowledge Management is the key to success in communication between individuals in giving or sharing the knowledge they have, Knowledge sharing (Dalkir, 2005), is associated with the willingness and readiness of individuals to share their knowledge with others.

Results of research conducted by the Delphi Group regarding the composition of the stored knowledge is by 42 percent lies within a person's mind, the data is the largest compared to the percentage of other components such as paper documents, electronic documents, and knowledge-based electronic (Amriani, 2017). Based on the data, the knowledge stored in his own mind usually called tacit knowledge, which is intangible and still not submitted to anyone (Dalkir, 2005). The statement stated that the importance of the knowledge sharing as a means of sharing information and knowledge that are still stored in the mind in order to improve the way people think through the various experiences by others in an organization. As a survey conducted by the IBM Institute stating that 85 percent of people will solve the problems and make decisions by asking other people and gather information from others (Dalkir, 2005). This gives evidence that in doing our daily activities always involve knowledge sharing activities in solving the problems that arise, not excluding organizations that are required to be responsive in meeting the needs of its users are not limited to fast and accurately. knowledge sharing Activity in practice there is several factors that can influence the success or failure of an organization to foster a culture of knowledge sharing in the organization that able to see from the behavior of the organizers of such activities.

By 44.9% factors that can affect the behavior of knowledge sharing is the intention that will also affect the attitude of someone who in some cases can hinder a person's attitude knowledge sharing behavior perceived as individualistic behavior. 56.3% influenced by the behavior of the actual knowledge sharing such as education level, perceived benefits, loss of reputation enhancement, ease of use of tools and technology, leadership, organizational culture, and availability services (Alhalhouli, Zainuddin, & Der, 2014). The study recommends a closer look into tools and social networks as one of the factors that can be a positive influence on a person's attitude to sharing knowledge within an organization. There are several aspects such as networks, norms (Yiu & Law, 2012), support organization, organizational trust, and organizational commitment can have a positive impact on the knowledge sharing resources that manage organization (Muneer, 2014). Based on this results, it can be concluded that the behavior of knowledge sharing is done in the organization have an important role to foster and build a culture kowledge sharing within an organization itself.

Knowledge sharing Behavior has a very important role to foster a culture of knowledge sharing within an organization in order to survive in the midst of competition in meeting the needs of its very diverse. Library as a non-profit organization with close links to information and knowledge, of course, a better

understanding of the importance of knowledge management, knowledge sharing in which there is a key success factor in achieving its goals library. Libraries in this information age that is very much different from the library before the era of information, which only provides care and services as is conventional in the form of a collection of printed books only. They have to obtain by coming directly into the library to just read and get it. Along the development era, has much changed from the library as collections that able to access easily anywhere and in anytime. Libraries are no longer mutually exclusive but it has turned into a common thing because of all circles at this time is more educated so the library with complete facilities and appropriate services will be most in demand library by users (Rachmat, 2014). Connection with this competition, the library must able to develop intangible assets is the knowledge possessed by the human resources assigned to manage the library called as a librarian.

As a resource librarian in charge of managing and providing services on the sources of information in the form of materials or the collection of library materials owned by a library in order to meet the information needs of library users. The position of librarian is very important for a library because librarians are the one who served as the entire processing of library materials in the library from service activities, classification, cataloguing, distribution of domain name for the file, the location of coding even to form the metadata storage format. Not only that, but the librarian is also a very important task in terms of providing services to library users relating to the delivery of back information that librarians have. Without librarians, all the activities the library will not go smoothly to fulfil the function of the library itself including library materials or collections owned by the library will not managed optimally. Librarian in a library is a resource that is potentially a key player in the success of a library in the face of changing times. Library as an information centre will not run smoothly in achieving its objectives without staffed by librarians who are active in supporting the organization's strategy through the understanding, information, and knowledge they have (Setiarso, 2006).

According to the statement allows the emergence of behavior between human resources assigned to manage a library that looked from the habits that do manage knowledge that does not consist of explicit knowledge, but also the tacit knowledge contained in the mind of someone who is very difficult to remove or communicated. Tacit knowledge needs to share from one party to another party through intensive personal relationships, remember in the information age there is now modern technology along with a network or networks that not only serves to store knowledge but also used to support the communication and sharing of knowledge library administrator. Of course, each library has a strategy and the different cultures that have to consider most effective in managing knowledge to achieve its objectives. In this regard, in its implementation college libraries serve users from various fields of science, of course, will have little time for managers to conduct Knowledge sharing if it is done face to face directly as a means of delivering ideas of the human resources in order to achieve excellence and development the library itself.

Theoretical Framework

Improving the knowledge capital organization engaged in the services sector should develop a process or an effective knowledge sharing activities that encourage human resources within an organization to share knowledge. Knowledge sharing activities within an organization do not always go smoothly, but the activities of the knowledge sharing within an organization often problematic and often face many obstacles in its implementation so that it becomes a challenge for the manager responsible for the activity. Sharing Knowledge success in an organization depends on the attitude and willingness of individuals to share, and the greatest difficulty in knowledge sharing is to change the person's behavior.

Based on the explanation, we need to understand the individuals behave reasons and why they have a certain attitude towards knowledge sharing. When making the decision to share the knowledge with colleagues, an individual will usually take the factor of personal expectations, interpersonal relations, motivation, as well as the costs and benefits that will take into consideration. Social psychology focuses on the relationship between individuals and their social environment, and therefore, sociology and psychology highlight knowledge sharing behavior. Insights from social psychology or more specifically, Social Capital Theory (SCT) is used to understand the behavior of individuals in conducting knowledge sharing.

Social Capital Theory
Nahapiet and Ghoshal (1998)found these writers still seem to limit term social capital only on the scope of one's network relationship structure and limited concept or potential resource that able to access through the network connection. In this regard, he holds to develop the elements of social capital as the sum of the total resources of actual and potential, through and derived from the relationship networks owned by an individual or social, that consists of two network relationships and assets that can be mobilized through the network. As a source of power that is rooted in a set of relationships, social capital certainly has some different attributes. In addition, to explore the context of social capital role in creating intellectual capital, Nahapiet & Ghoshal (1998) suggest to considering some aspects. Which is analytically analyze to show a very important aspect and interrelated. In more detail includes three structures, which he calls the dimension, the dimension of structural, cognitive, and relational.

Structural Dimensions
In distinguishing structural and relational dimensions, they guided by the outcome of the discussion Granovetter in Nohria & Eccles, regarding the integration of the overall structural and relational concerning the nature of the social system and connective tissue. The term describes the impersonal configuration or connection between people or units. The concept of the structural dimensions of social capital used to refer to the overall pattern of relationships between individuals. Relate or interact with whom and how it used to connect or interact with them. Analysis of important aspects according to Coleman in this dimension, namely, that there was no network of relationships between individuals, which describe the pattern of close relationship or intimacy, relationship network only created for one specific purpose.

Relational Dimensions
In contrast, the relational dimension describes the type of personal relationships of individuals who have grown together through history interact (Nohria & Eccles).This concept focuses on the specific relationships of the individual, such as respect for the friendship that may affect their behavior. Through personal relationships that continue this, individuals can meet social needs or motives as socialization, approval, and prestige. Examples of relational relationship, in this case, are able to analogize by the following explanation, two individuals who can occupy a similar position within the same network configuration, but if the personal and emotional attachment they are different, their actions will also tend to differ in important ways. The concept of the relational dimension of social capital is to refer to assets created through special and parallel relations as a reflection of the behavior. In contrast to the structural dimension, the relational dimension is the key aspects that interpersonal relationships or close relationships, beliefs, norms, sanctions and liability.

Cognitive Dimensions

The third dimension of social capital is the cognitive dimension that refers to resources that provide shared interpretation. They identified these dimensions separately and stated that the cognitive dimension is an important asset that not addressed in the current main literature of social capital. These resources also show a very important aspect in the context of intellectual considerations that include the code and the common language used to share knowledge among members of networks that can increase understanding between individuals and makes communication between individuals become more effective because it is proses-mental processes and ideas.

Research Methods

The method used in this research is using the case study method. The case study method is able to carry out observation regarding the case or the phenomena and bound by a particular system. Which takes place from time to time by collecting data through a variety of methods, as well as by involving a variety of resources that can support research towards a focal point or context being researched (Idrus, 2009). Based on the title of the research presented, the researchers chose to conduct a qualitative study based on the object to focus on the problem. Qualitative research not only express the meaning in general, but also able to understand the interaction of complex social interactions (Sugiyono, 2013). Qualitative studies have to focus research on social situations or events that underlie the form of symptoms in the activities carried out by a group of individuals. Therefore, we get a deep information about librarian behavior through interactions made by each individual in knowledge sharing activities, to achieve the goals and success of library in facing of increasing fierce competition in the information age.

Selection of informants as a source of data in this study are based on the principles of the subject who controlled the problem, have the data, and are willing to provide complete and accurate information. Eligible informants to becomes key informants in this study was the chairperson of the Community of Practices librarian Airlangga University member. The number of informants is not the question on qualitative research, because it depend on the appropriateness informants selection and the complexity of the diversity of the social phenomenon under study. The number of informants in this study were 7 librarians (AB, AS, DP, DW, IF, SG, SR), choosen by the snowball sampling technique, that is the process of determining the informant by earlier informants without specifying exactly amount, to dig up information related to research topics needs (Idrus, 2009).Looking for informer process will stop after the research information sufficient.

Other Results Structural Dimensions in Knowledge Sharing Behavior

Structural dimension is the dimension that facilitates the individual's behavior in the conduct of knowledge sharing; this dimension refers to the overall pattern of relationships between individuals. Uphoff explained that the structural components consisting of roles, rules, procedures and networks that facilitate collective action are mutually beneficial to do business, create hope, achieve specific results, providing direction on how others will act, and so forth. The structural components are relatively are objective and can be observed through a certain role, both formal and informal rules, both explicit and implicit, that supports the four basic functions and activities required for collective action that includes decision-making, resource mobilization and management, communication and coordination and conflict resolution (Uphoff, 2000).

Most of the structural component has a cognitive element, associated with detachment and able to observe. Structural components can be observed and identified through a procedure approved and understood, which is the process or routine for conducting, through the role and rules that have been set.

Furthermore, it showed through precedent, namely the actions and results that establish the validity and value of the roles, rules, and procedures of the previous (Uphoff, 2000). Initial support from the wide variety of rules and procedures established by the library to carry out knowledge sharing activities. The existence of regulations that required attendance and certificates obtained through knowledge sharing activities can be used as a condition for promotion and attendance within four times, will receive a certificate. Therefore, in a year participants will receive three certificates. The laws are that every member of the Community of Practice, which sent to attend workshops, training, and seminar, shall be share at the event. And the awards more on individuals in Community of Practice who are willing to become a speaker to share the experience and the knowledge will get a certificate with the greater weight with the reward (money) to reflect some role or individual efforts in performing the activity. In connection with the knowledge sharing, individual businesses have a very important role, to affect the course of events knowledge sharing done because it can support and inhibit the activity of the knowledge sharing in achieving its goals. Role or businesses contained in this research are the role or individual efforts in Community of Practice undertaken to support and achieve the success of the activities of Knowledge sharing in the library. Unwittingly, some role, as well as the efforts, undertook informants in knowledge sharing activities undertaken to support these activities. In this regard, the individual feels the need to have a role and efforts of its own that comes from within themselves to achieve their objectives knowledge sharing activities that ultimately can also provide support for the achievement of the overall objectives of the library. Whatever the role and efforts of the individual in favour of Knowledge sharing activities can be a positive support.

SG and IF informant feels the need to follow the activities knowledge sharingperformed regularly such as an obligation that must be carried out. Informants participated in these activities because they feel his presence is a liability. When they feel there is an obligation that must carried out, then those who have a sense of responsibility to carry out what they have to enforce. Similarly, the set of rules that have been set, they will obey and will participate in an activity that will have a positive impact for the activities of the knowledge sharing because it will create a habit. Whatever the form of rules and procedures, can have a positive impact on the activities of the knowledge sharing done routinely every month such. When someone feels bound, someone will feel the need to be present in these activities and is responsible for implementing the tasks that ordered. Then unwittingly creates a rut because they do repeatedly. An attempt will reflected in the activities of knowledge sharing that with their attitude is always involved and is always present in these activities.

The existence of the prescribed rules, ultimately create a habit for people to follow the activities knowledge sharing, but it has not been able to create awareness of the individual. They just felt compelled to follow the activities of Knowledge sharing. The lack of awareness of the people who appear makes them feel theirk knowledge sharing activities only as a formality in the organization, there is something that can attract sympathy to open up to these activities. It will make people less active in Knowledge sharing activity itself and tend to shut down activities to share because he will not come from within himself. Thus, the existence of a binding regulation can be initial supports in the conduct of Knowledge sharing activities. However, not everyone can reap the benefits of their rules or procedures established. Seen from those who are just trying to come and are still reluctant to open his mind to share to members of the Community of Practice others involved in the activities of the Knowledge sharing. The existence of individuals who are still reluctant to open his mind to the sharing activities can reflect behavior that can inhibit the activities of Knowledge sharing. Then the binding regulations do not entirely support the activities of the Knowledge sharing maximum, simply encourages individuals to start a repetitive activity that can create a habit and depend on each individual to react to it. The existence of individuals who are still reluctant to open his mind to the sharing activities can reflect behavior that can inhibit the activities of

Knowledge sharing. Then the binding regulations do not entirely support the activities of the Knowledge sharing maximum, simply encourages individuals to start a repetitive activity that can create a habit and depend on each individual to react to it. The existence of individuals who are still reluctant to open his mind to the sharing activities can reflect behavior that can inhibit the activities of Knowledge sharing. Then the binding regulations do not entirely support the activities of the knowledge sharing, simply encourages individuals to start a repetitive activity that can create a habit and depend on each individual to react to it.

They were addressing the binding rules in a positive way, will feel the benefits or the values they can take on any of these activities. The benefits in question here is a benefit for them in terms of increasing knowledge, self-development, experience and benefits to promote the goals and ideals of the organization. Awareness that comes from within the individual will be the biggest factor in the dimensions of which can facilitate the activity or activities of the Knowledge sharing. The intention that comes from within the individual is able to influence the attitudes of individuals to support the activities of Knowledge sharing. The intention depends on each individual in the activities of Knowledge sharing. The visible effort of DW and AS informants is not merely to be present in such activities as a binding regulation, more than that they feel encouraged to always follow the activities of the Knowledge sharing because the theme is different in these activities, which eventually can spur them to dig up information until they really understand. When people feel he had the intention, willingness is great and has managed to benefit from Knowledge sharing their activities, they feel want to motivate other individuals who in practice is less active. AB, SR, and DP informants have their own way to foster interest and positive attitude of other individuals in the activities of Knowledge sharing. Through self-consciousness, they tried to evoke the spirit of other people by sharing the results of the activities of Knowledge sharing in a group of social media at their disposal to facilitate of Practices Community members are unable to attend the activities of the Knowledge sharing. In addition, they strive for always participating actively by asking questions even willing to become speaker when no one is willing to be a speaker and share his knowledge on future activities. Awareness comes from the people who are able to create businesses and individual role in fostering a positive attitude in supporting the activities of the Knowledge sharing.

Their goals and expectations of each individual in the activities of Knowledge sharing is the main thing that affects individuals in such activities. Goals and expectations will be achieved each individual will reflect their motives in carrying out the activities of the Knowledge sharing. Why are people willing, or why people are not willing to do the activities of Knowledge sharing will appear on the goals and their expectations from this event. Librarian that address activities of Knowledge sharing with the positive has the objective to obtain knowledge, new science, and as a venue for self-development, even as a place to practice and learn to hone their ability in speaking and in terms of working practices should they controlled in serving Pustaka. Informants are conducting knowledge sharing only, because it is a rule set activity that need to carry as a form of adherence. In connection with the expectations to be achieved each individual in the activities of Knowledge sharing, informants here want to achieve alignment level of knowledge acquired in other librarians who have the opportunity to attend a seminar or training outside the library, so they will be encouraged to always follow the activities of the Knowledge sharing the.

The structural components observable through social relations, which is a more general relationship and extensive involving certain patterns as well as cooperation on a regular basis regarding the material and nonmaterial. Usually often described and analyzed, for example in the case of a network (Uphoff, 2000). An important aspect according to Coleman (1998) in the structural dimension, that there was no network of relationships between individual to describe the pattern of close relationship or intimacy, relationship network created only for one specific purpose. Patterns on the structural dimension informant relationship

suggest that they interact due to a certain condition, which is because they gather in a forum they felt should appreciate and mutually aware of other individuals in the

Community of Practice who attended the event Knowledge sharing. The existence of a condition that allows them to be separated in terms of work, to make them communicate with each other and form a pattern of interaction with their time available for this gathering, especially in the activities of the Knowledge sharing. More than just a meeting between people who separated by the workplace, here informants felt that the interaction patterns formed due to problems, or resolved by employment. The formation of the interaction patterns, automatically build and create a social network in it. Although the pattern of interaction of social networks formed, their close relationship is less visible. Informants here feel that they are interacting and networking instead based on their personal interests, but the relationship created merely to achieve the interests and common goals. Their patterns of interaction and social networks that well established among individuals will trigger a lack of cooperation. AS and DP informants feel their patterns of interaction and social networking is very important to foster cooperation among individuals in the group. They consider that the beginning of good cooperation is the pattern of interaction and social networks are well established. Growing awareness of individuals to work as a team and not being an individualist, will have a positive impact on their attitudes in sharing all those years of knowledge and to realize common goals within the organization, which in this case is the library.

Overall, relationships or patterns of interaction and social networking can be a positive or negative impact that may affect a person's attitude when doing activities Knowledge sharing. When the informant at the pattern of interaction and social networks are already well established, it will lead them to think more positively so that the activities of Knowledge sharing also able to done actively, and vice versa. It also depends on the time available, the informant here feel that in the implementation of the Knowledge sharing relatively short time available. However, the pattern of interaction and social networking is good and can have a positive impact on the activities of Knowledge sharing, that still considered less than the maximum in taking the values or benefits from such activities.

In connection with the technology that is growing rapidly in the current information age, can have a positive impact on the activities of Knowledge sharing because it can be beneficial and help to better support these activities. Here the benefits of technology as a tool that can help facilitate and enable individuals to communicate, especially in activities to share knowledge and information in its possession. DW informant, AB, AS, IF, SG, SR, and DP felt that their technology is very useful and can help facilitate their activities in the conduct of Knowledge sharing. It showed from the rapid transfer of information and as a supporter of the Knowledge sharing activity itself.

In essence, the structural dimensions are dimensions that facilitate the activities of the Knowledge sharing, which there is a pattern that created to drive the success of these activities. A pattern of deliberately created due to certain expectations to achieve, but none of interaction patterns that reflect a close relationship in this dimension. Because of all relations and cooperation formed merely fulfilling its responsibilities and obligations in performing the tasks to achieve a common goal. This dimension also has a tool that can help facilitate the communication activities of individuals in the activities of Knowledge sharing. It appears some obstacles and support in structural dimensions can inhibit or encourage the success of the Knowledge sharing. Individual consciousness, intention, good relationship that created is a picture that can support the activities of Knowledge sharing. Instead, feeling forced, no consciousness, individualistic attitudes, and limited time availability can be a picture that can inhibit the activities of individuals in Knowledge sharing.

Relational Dimension in Knowledge Sharing Behavior

Relational dimension is the dimension that can motivate individual behavior in conducting Knowledge sharing. This dimension is the dimension that is very important because there are individual decisions for or not interested in doing the Knowledge sharing activity itself. It influenced by the establishment of close links between individuals who established and developed through interaction history that has created previously (Nohria & Eccles). Informants here feel when the interpersonal relationship that exists is mediocre then their interest in discussing or conducting Knowledge sharing will be less. Especially if they feel not good interpersonal relationships, will lead to laziness for them to just meet or communicate, informants will tend to avoid any activity by the individual concerned. It will become an obstacle to the activities of Knowledge sharing, and resulted in individuals being less supportive that these activities. Conversely, when an individual has a personal emotional connection that is formed from the existence of a customs, interactions, as well as in common areas of work, then they feel can help each other and work together to fulfil their personal interests or of mutual interest in the work being done in an organization. They consider the convenience in terms of work depends on the relationship between the individuals themselves. The more they have a close relationship will increasingly make them comfortable in doing his job. In conjunction with the Knowledge sharing activities, they will also be more comfortable because there is no sense of awkward to communicate and express their opinions, even they feel can deliver or perform Knowledge sharing activities with their everyday language. Then, good interpersonal relations will positively affect one's attitude to conduct Knowledge sharing. Automatically also in meeting the social needs of individuals in an organization will be more comfortable anyway.

If the interpersonal relationship established properly, it will automatically generate a sense of comfort for the individual, both in terms of personal fulfilment of social needs and for the benefit of the organization. Through the sense of comfort, information will grow itself, trust between the individuals concerned. Informants claimed that belief, which has grown, are unbuyable, then when the trust had been betrayed informant automatically, trust will be lost and will be difficult to restore. Moreover, the informant at interpersonal relationship will appear certain norms that able as awards or mutual appreciation of each other. The close-knit relationship will always be maintained and well established. From there it will grow an obligation and reciprocity from within the individual mutual obligations reply they have received from other individuals. Of their beliefs, the growth of norms, obligations and mutual repay will grow self-sacrifice among individuals. Thus, as a whole will create a positive attitude in supporting the activities of the Knowledge sharing. A sense of comfort that formed, trust, up to self-sacrifice has its own interest of individuals to other individuals in the mutual encourage good behavior.

In the concept of interpersonal dimension, a close relationship is able to shape the underlying and motivating activities Knowledge sharingthat can positively affect the individual's attitude in conducting such activities. Through this dimension, a person's decision to conduct Knowledge sharing formed. If the individual has a close relationship, they will feel comfortable and confident to sacrifice, so that in carrying out the activities of the Knowledge sharing will feel safe and supported each other. Conversely, when their close relationship does not develop, it will not create a sense of comfort, safety and trust. The state is able to make people withdraw and even avoid conducting Knowledge sharing with the individuals concerned.

Cognitive Dimension in Knowledge sharing Behavior

The third dimension of social capital, the cognitive dimension, which refers to resources, that provide shared interpretation. It suggests that the cognitive dimension is a very important aspect in the context of intellectual considerations that include the code and the common language which is used to share

knowledge between members of the network that can improve understanding between individuals and makes communication between individuals become more effective (Nohria & Eccles). Regarding this dimension, the informant felt the need to equalize the perception of understanding to acquire only between individuals who provide information or knowledge of the individual who receives the information or knowledge. Here, they have a specific strategy for the perception; starting from one another asking even recounted the core topics presented by the giver of knowledge. Then to clarify the new terms that unknown by Community of Practices in Knowledge sharing activities, they utilize their social media group in sharing information or a brief overview of the topic in which there are new terms. Then in the implementation, an informant that the speaker will deliver coherently about the themes that are being discussed, and if in it there is a term that has not been widely recognized by the Community Of Practices in Knowledge sharing activities, they will explain the philosophy first. Knowledge sharing events will not go smoothly and will not achieve maximum results when members do not understand and are not able to capture important values contained therein.

In addition to the understanding of equality is indispensable here, also presented their cognitive dimensions in ways that need to done, and to maintain communication between *Community of Practices* in order to form compactness and can keep the kinship between the members. Ways that do still very simple where only rely on the friendship that has existed for granted in Community of Practices. The social media group was formed to increase their relational closeness of the relationship, because in the group there is a mild joke activity, and to motivate them to establish a close friendship.

More than just the perception and maintain communication between individuals in the group. Cognitive dimension has a big influence in affecting the behavior or attitudes of individuals in Knowledge sharing activities, especially in terms of managing the cognitive aspects of each individual. It mean that the Knowledge sharing activities that have been carried out not in vain, and is expected to reach new ideas to foster an innovation that can be useful to promote the goals of the library or organization. Informants here feel the need to assume the aspect of cognitive-based its own way. For example by pouring ideas that owned through an article, or to develop an idea which owned by discussing with other individuals within the group to create an innovation. As well as by managing aspects of cognitive to deepen their knowledge they have earned with their own search for references. Based on the activities carried out, it will be better and potentially from his own ideas. Individuals who have very limited time will tend to forget and do not develop the knowledge they have acquired to be used as new ideas that can foster an innovation that can promote the goals of the library.

Overall, the cognitive dimension is the dimension that is able to facilitate Knowledge sharing. In the cognitive dimension can be seen how the creation of a uniform understanding among individuals in the group. Knowledge sharing will not run smoothly and will not reach a common ground to achieve the goals of an organization in the absence of a uniform understanding of each individual in the group. In this dimension also seems a way of how to maintain communication between individuals in the group, so that their relationship will always maintained. Moreover, there is also a way in which each individual in managing knowledge gained from Knowledge sharing activities that done, so it would be more beneficial either for personal benefit or for the benefit of the organization in achieving common goals.

DiscussionLibrarian Knowledge Sharing Behavior at the Library of Airlangga University
Through the data obtained in the study, it appears there are four categories of behavior librarian at the Library of Airlangga University in the activities of Knowledge sharing, there are librarians who behave optimistic cognitive, librarians who behave defensive affective, librarians who behave pessimistic affective and librarians who behave pessimistic cognitive against the Knowledge sharing activities. The creation of interpersonal relationship that exists among the four categories of behavior is the same

librarian. When creating an interpersonal relationships strong and well established to be creating a comfort, trust, obligations, norms, sense of reciprocity, and each willing to sacrifice because they will share in the absence of feeling awkward and more open. Because of the activities of Knowledge sharing are able to done by using everyday language too. Conversely, when there is no sense of comfort, and the relationship is not good, then the communication will feel awkward and people tend to shy away.

Optimistic Cognitive Behavior

Librarians who behave optimistic cognitive knowledge sharing activities are those who carry out and follow Knowledge sharing activities that held regularly at the library based on the awareness of itself. Those who have the optimistic cognitive attitude have a purpose and hope to get the benefits, take important values, and trying to dig up information and knowledge in these activities in order to be useful to them and others. Librarians who behave optimistic cognitive realized the need for an understanding of the information and knowledge they have received, then when they feel do not understand and do not understand, they will try to equate this understanding in their own way. Can be seen from the activity ask each other; provide an inducement so that individuals who receive the information to disclose return information and knowledge that has been received. Awareness to reach new ideas which foster an innovation that can be useful to promote the goals of the library or organization.

Defensive Affective Behavior

Librarians who behave in affective defensive librarians assess knowledge sharing activities are activities that are more or less the benefits for themselves and the organization, but the librarian does not agree with these materials or a series of activities carried out in such activities. In connection with such an event, resulting in the individual being bored and considers such activity less attractive, causing an unfavourable reaction to the activities of the Knowledge sharing conducted the routine. As a result, he attended the activity was limited to liability only. More than that, librarians assume that these activities could not accommodate his ideas for the development of libraries.

Pessimistic Affective Behavior

Librarians who behave in affective pessimistic librarians who support the activities of Knowledge sharing is done routinely in the library. The librarian also has a positive intention that these activities, but the implementation is the less ambitious and less than optimal in applying the values contained in these activities to achieve the goals of the library as a whole. Can be reflected when the librarian to develop ideas for a common goal only when he feels need it, in other words, it will create innovation when there is a demand internally and externally, and lack of awareness in this regard would make a librarian less than optimal in addressing the activities of Knowledge sharing.

Pessimistic Cognitive Behavior

Librarians who behave pessimistic cognitive, a librarian who follow the activities of the Knowledge sharing only on the basis of attachment rules to be followed and requiring them to be present in such activities, without any consciousness of the individual. Moreover, in developing the cognitive aspects, such as developing ideas for promoting the library, people does not tend to provide positive support because it feels the time is limited in doing so develop their ideas. Consequently, no action gave to the library in terms of contributing ideas and critical thinking for the development of the library itself. It will become an obstacle to the activities of the knowledge sharing.

Through the data obtained in the study, table below show four categories of librarian behavior at the Library of Airlangga University in the activities of knowledge sharing:

Table 1. Librarian Knowledge Sharing Behavior

Aspects of Analysis		Librarian Behavior			
		Optimistic Cognitive (informan: AS, AB, SR, DP)	Defensive Affective (informan: IF)	Pessimistic Affective (informan: DW)	Pessimistic Cognitive (informan: SG)
Structural dimensions	Procedure	Achieve alignment of knowledge and experience acquired by other librarians who had the opportunity to attend seminars or training outside the library.	Limited form of adherence to the rule set. (There is a reactive attitude to the activities of the Knowledge sharing)	Their interest in the topics covered in the activities of the Knowledge sharing.	Limited form of adherence to the rule set.
	Intrinsic Motivation	Following the Knowledge sharing activities based on faith that grows from within the individual.	---	Following the Knowledge sharing activities based on faith that grows from within the individual.	---
Relational dimensions	Interpersonal relations	When people feel comfortable, then there is no feeling awkward, and in the delivery of Knowledge sharing can use everyday language. Conversely, when there is no sense of comfort, then communication will feel awkward and people tend to shy away.	When people feel comfortable, then there is no feeling awkward, and in the delivery of Knowledge sharing can use everyday language. Conversely, when there is no sense of comfort, then communication will feel awkward and people tend to shy away.	When people feel comfortable, then there is no feeling awkward, and in the delivery of Knowledge sharing can use everyday language. Conversely, when there is no sense of comfort, then communication will feel awkward and people tend to shy away.	When people feel comfortable, then there is no feeling awkward, and in the delivery of Knowledge sharing can use everyday language. Conversely, when there is no sense of comfort, then communication will feel awkward and people tend to shy away.
Cognitive dimensions	Codes and Language Together	There is awareness and action to develop ideas gained from the activities of Knowledge sharing.	Prefer to remain silent and do not develop the idea.	Awareness is still lacking, actions to develop the idea only done when there is need.	There is no time to develop the idea.

Conclusion

The behavior of librarians in the conduct of knowledge sharing are identified through the three dimensions contained in the Social Capital Theory, which included a structural dimension and cognitive dimension to facilitate the activities of knowledge sharing, as well as the relational dimension as the underlying dimensions librarian for unwilling or unable to do that. From that activities structural dimension, there are some efforts, roles, rules, procedures, goals, expectation, and pattern of interaction. Social networking, collaboration, and media can help librarians in supporting the activities of knowledge sharing. Through the cognitive dimension, there is a cognitive aspect of management librarian, starting from how they equate understanding of the activities; librarians maintain communication within the group, to manage his thoughts to create ideas that will foster innovation to develop a library. Through the relational dimension, there is a librarian's decision unwilling or unable to perform activities of knowledge sharing.

Based on the behavior reflected in the librarian in conducting Knowledge sharing, can be seen in the different behavior, that behavior is optimistic cognitive, affective defensive behavior, behavior pessimistic cognitive-affective and behavioral. Fourth behavioral differences arise from the attitude of librarians in assessing the activities of the knowledge sharing. Librarians who have the intention, positive reinforcement, and aware of the importance of foster ideas and innovation for the library through the knowledge sharing is a librarian who behaves optimistic cognitive. Librarians who have no intention that grows from within itself in the activities of knowledge sharing, because they feel less agree with these materials or a series of activities carried out in these activities, so reluctant to convey his ideas to share is a librarian with affective defensive behavior. Librarians also have the intention, have positive support in the form of interest, but less aware and less optimal in cultivating ideas and innovation for the library through the knowledge sharing is a librarian who behaves pessimistic affective. While librarians who have no intention of growing from within and less aware of the importance of ideas and innovation that is formed in the Knowledge sharing activities carried out in the library is a librarian who behaves cognitive pessimistic. However, less aware and less optimal in cultivating ideas and innovation for the library through the knowledge sharing is a librarian who behaves pessimistic affective. While librarians who have no intention of growing from within and less aware of the importance of ideas and innovation that is formed in the knowledge sharing activities carried out in the library is a librarian who behaves cognitive pessimistic.

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