

ONE PERSON LIBRARIAN STRATEGY IN IMPLEMENTING KNOWLEDGE MANAGEMENT IN LIBRARIES

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Abstract

Bank Indonesia Library in its development in the digital era is part of Bank Indonesia's transformation in achieving its vision and mission by implementing knowledge management as a valuable asset. In the process where the Kpw BI Bengkulu library adopts One-Person Librarian. This study discusses One-Person Librarian in the strategy of implementing library knowledge management of Bank Indonesia Bengkulu. Through this research, One-Person Librarian becomes a strategic step that influences the knowledge management process by utilizing the availability of technology that is always integrated with the library of Bank Indonesia head office. Although in practice the independence of One-Person Librarian is a challenge in itself. So that there is a need for periodic evaluation of the productivity and effectiveness of One-Person Librarian with the hope that the application of knowledge management can be optimized by the organization.

Keywords: *Knowledge Management Strategy, One-Person Librarian, Technology*

INTRODUCTION

The library is an information center where all levels of society can seek information, references, and also be a recreational medium for users. The Bank Indonesia Library is classified as a Special Library based on the Regulation of the Members of the Board of Governors (PADG) or SE INTERN Number 18/119/INTERN of 2016, concerning the Bank Indonesia (BI) Library, in order to support the implementation of the functions and duties of Bank Indonesia. As a central bank that has a special discipline in the monetary field. Along with this legal basis, there is a vision of the Bank Indonesia library, namely to become a reference and information center in the monetary field, financial system stability, and the most complete rupiah money management payment system in Indonesia based on information and communication technology. Meanwhile, the mission of the BI library is to support Bank Indonesia's policy in improving the quality and competence of knowledge-based human resources with the availability of a variety of library collections, which are managed professionally and excellent service strengthened by information and communication technology. (Bank Indonesia Institute, 2022:61) In general, every Bank Indonesia representative office provides a library as a reference provider work unit

under Bank Indonesia by always coordinating and collaborating with the Bank Indonesia head office library. Including the KPw BI Bengkulu Province library as a special library managed by One-Person Librarian under the public relations unit, the reason for implementing One-Person Librarian is because of Bank Indonesia's policy that the library is only managed by one librarian. This policy makes the Bank Indonesia representative office implement it. Although in reality, One-Person Librarian in Indonesia has no association or organization that oversees One-Person Librarian. However, it should be noted that One-Person Librarian is an interesting dynamic in the library world seen from the role of One-Person Librarian in managing the library, namely having full responsibility as a single information provider.

There is similar research on One-Person Librarian which is a reference for researchers. It is undeniable that in the library world, One-Person Librarian should be a concern in order to obtain innovative research development so that One-Person Librarian can maximize its role. The research conducted by Suhadha and Ganggi (2018) entitled "The Role of One-Person Librarian in Managing Special Libraries (Case Study of the Bank Indonesia Representative Office Library, Central Java Province)" Descriptive qualitative research with a case study approach method. The findings of this study indicate that the implementation of One-Person Librarian in the Central Java Province BI Representative Office Library is due to the central Bank Indonesia policy which views that a library is sufficient to be managed by one librarian, which of course has advantages and disadvantages. Considering the role of One-Person Librarian in the Central Java Province BI Representative Office Library as a facilitator, contributor, and library initiator. (Suhadha, Isyawati, and Ganggi n.d.)

The next similar study that is the reference for this study comes from a journal by Adelia et al., (2020) entitled "Knowledge Management in a Library Perspective". This study analyzes the management and perspective of practice in the library world, where knowledge management research is still around the application of knowledge management in libraries. This research was conducted to determine the strategy and program of knowledge management in libraries with the hope that it can become a best practice for other libraries. The conclusion of this study, taken from the literature review process, is that the library is truly an institution that manages human knowledge because it contains library management practices.

The similarity between previous research and the researcher's research is the subject of the research that discusses One-Person Librarian. The difference between previous research and the researcher's research is in the research location and the addition of variables regarding library knowledge management. The research location is also different from previous research because this research is located in the Bank Indonesia Bengkulu library.

Regarding the duties and responsibilities of One-Person Librarians in general, they carry out library technical activities such as procurement and processing, this is in accordance with the theory expressed by (Cooperman, 2015: 11-52) which explains the main tasks of One-Person Librarians in library management such as collection development, library promotion, professional development, and understanding the development of information technology. The library as an organization needs to implement knowledge management as an effort to maximize the efficiency and effectiveness of the main tasks of One-Person Librarians.

According to Lumbantobing, (2011), knowledge management is a series of activities to organize knowledge resources from each individual in an organization to achieve its goals. Therefore, the One-Person Librarian of the BI Bengkulu Branch Library plays a role in providing facilities that can facilitate the process of finding data, news, knowledge that is relevant, accurate, up-to-date, and useful for their work at various levels of work units. So that there is a

responsibility to manage and provide access to various knowledge resources including library collections and the latest information sources.

Bank Indonesia, in the decision-making process, is ideally always knowledge-based. So that the activities carried out are in order to achieve its vision and mission, namely maintaining the stability of the financial system in order to support sustainable economic growth. With evidence of outcomes, namely the Bengkulu Province regional financial economic statistics report which is published every month as a form of externalization of tacit knowledge from highly dedicated Bank Indonesia employees. These results were obtained through seminars, socialization, certification, Focus Group Discussions (FGD), meetings, or meetings as a space to exchange experiences so that new knowledge is formed that makes tacit knowledge in each individual well managed by being poured into memorandum documents such as official travel documents.

Activities in the knowledge management of the One-Person Librarian Kpw BI Bengkulu are components of implementing knowledge management with the help of technology such as utilizing information search tools by integrating various knowledge resources found into a database or repository. So that the One-Person Librarian needs to organize, classify, and index the information so that it is easily accessible to members of the organization. Furthermore, the One-Person Librarian also needs to disseminate knowledge by supporting members of the organization to explore available knowledge resources. As well as assisting in the application of knowledge so that Bank Indonesia employees have the knowledge and skills needed to carry out their duties effectively. This is what makes the One-Person Librarian an important element in bridging the gap between knowledge management needs and the availability of relevant and up-to-date knowledge resources. So that the researcher formulates a research problem regarding how the One-Person Librarian manages knowledge management in the library because he is the only librarian. Does the One-Person Librarian of the Kpw BI Bengkulu library have a strategy in managing knowledge management, especially in the application of knowledge which is a challenge for the One-Person Librarian. Therefore, through this research, the researcher will identify how One-Person Librarians utilize the opportunities for using technology and infrastructure that are available in the library with the aim of more optimal knowledge management.

Concept of Knowledge Management

According to Sangkala (2007) in (Hakim, 2022), the purpose of knowledge management is to improve and enhance the operational processes of an organization in order to create competitive advantage. Initially, knowledge management emerged to explain how to manage this knowledge. Because organizations and institutions that view knowledge resources as primary assets have been shown to encourage business actors to be more innovative and concentrate on building competitiveness with their competitors, knowledge management techniques must be included in business strategies. Further discussion of knowledge management, there are basic terms that need to be known. Because the basic concept of knowledge management is built through: data, information, knowledge, and wisdom. Data is a product of observation that has no meaning before being processed, the results of the processed data become information. Information is the results of the processed data used to answer a question. Knowledge is the ability to change information into instructions that allow humans to control something. And Wisdom is the ability to see the consequences in the long term, any

action is based on knowledge and wisdom including evaluating what has been done. Bemstein (2009:69) in (Budiwati 2019)

According to (Paul Lumbantobing 2011) Knowledge is classified into two, namely: tacit knowledge and explicit knowledge. Tacit knowledge is knowledge that exists in humans in the form of intuition that is very difficult to formalize and share with others. Explicit knowledge is knowledge in material or real form so that it can be easily transferred and distributed through various media, and knowledge can be disseminated to others. Knowledge management has three main components that underlie its success in developing and utilizing organizational knowledge. These components consist of people, processes, and technology. The components of implementing knowledge management start from humans, in practice knowledge is in the human mind in the form of tacit knowledge. In understanding knowledge management as a source of knowledge, humans are very important because they are actors involved in the knowledge management process. The important role of the human component in knowledge management makes the formation of a clear process that will facilitate the creation and transfer of knowledge. All of this requires the help of technology as an implementation of knowledge management (Retno et al., 2020).

The relationship between knowledge management components, in this case people are the determining actors in managing knowledge management. Processes and technologies are tools that support people in 4 processes, namely: creation (KM-creation), assimilation (KM-assimilation), dissemination (KM-dissemination), and application of knowledge (KM-application) in organizations/companies (Tjakraatmadja 2015). The process of creating knowledge means finding new knowledge in several ways including: research and development, innovation while others think of it as a complement to acquiring knowledge. In this case finding and creating knowledge is the process of identifying knowledge, especially tacit knowledge (Ceptureanu and Popescu 2018).

RESEARCH METHOD

This study uses a descriptive qualitative method with a case study approach model. Research on One Person Librarian in the strategy of implementing knowledge management in the Bank Indonesia Bengkulu library, the researcher will be directly involved in data collection. The research subjects consist of librarians who play the role of One Person Librarian along with related parties in the environment. Data will be collected through in-depth interviews with One Person Librarians, observations of work practices, and analysis of documents related to knowledge management activities. During the research process conducted at the Bank Indonesia Bengkulu library, the researcher thoroughly understood the implementation and impact of the One Person Librarian strategy in the context of knowledge management. The research findings will be tested through data triangulation and will be re-verified with the library managers involved, to ensure the accuracy and reliability of the research results.

RESULT AND DISCUSSION

One-Person Librarian in Managing a Library

The Bank Indonesia Bengkulu Library is a library that is in the same scope as the Bank Indonesia Bengkulu representative office as a reference provider work unit in supporting the implementation of Bank Indonesia's functions and duties. In line with that, the Bank Indonesia

Bengkulu Library adopted One-Person Librarian as a self-managed staff to improve the efficiency of library management under the auspices of the public relations unit. As a self-managed staff, the One-Person Librarian has the responsibility for library administration, namely managing collections with subjects or disciplines in the fields of monetary, financial system stability, payment systems-management of Rupiah money. Not only that, the One-Person Librarian also optimizes library services. It should be noted that in addition to working in the library, the One-Person Librarian Bank Indonesia Bengkulu also has other obligations outside the library job desk. Related to these responsibilities as part of the public relations unit, so that dedication is needed to help facilitate activities that are part of the responsibility of the public relations unit, namely librarians contribute to Bank Indonesia's social program (PSBI) so that several times they have traveled on business with social activities such as surveying schools in remote areas in Bengkulu. In other words, One-Person Librarian contributes to collecting information and ensuring documentation related to the survey, considering that he also acts as an information provider. In addition, One-Person Librarian Bank Indonesia Bengkulu participates in socializing Love Proudly Understand Rupiah as part of Bank Indonesia to educate the public to be more familiar with Rupiah and maintain it. There are circumstances when librarians are on official travel, librarians develop solutions that allow the library to continue operating with the support of other self-managed personnel in the public relations unit to ensure collaboration to help each other in carrying out their duties.

All tasks, both in the library and outside the library, have the same important urgency, and time management is the key to maintaining library operations as the main task. Given the limitations of time and energy, One-Person Librarian wisely allocates time to balance what is the responsibility of the librarian inside or outside the library. In other words, One-Person Librarian is accustomed to prioritizing time according to needs and developing efficient strategies to maintain service quality without neglecting his responsibilities in both areas and allowing One-Person Librarian to improve the quality of multitasking.

More deeply about One-Person Librarian in managing the library in reality the time management skills, organizational management, and change management expressed by Cooperman, (2015) led the Bank Indonesia Bengkulu library to obtain A accreditation from the National Library of the Republic of Indonesia. All of that is certainly inseparable from the role of One-Person Librarian in managing the library starting from developing collections, promoting the library and optimizing excellent services for users starting from circulation services, on-site reading services, reference services, cross-services, document provision, reading corners, utilization of Ibi Library, Tabaca, consultation services and library SI web that can be accessed by users.

This shows that in many cases, single librarians with their potential can often achieve a better level of career achievement. There is no doubt that librarians who work alone are able to contribute significantly to supporting institutions and advancing the field of science within them. In essence, being a One-Person Librarian is not always detrimental. Behind the existing obstacles, there are positive things that teach librarians to become more developed individuals.

One Person Librarian Strategy in Library Knowledge Management

As in the concept of knowledge management, there are implementing components, namely starting with humans (librarians) as actors involved in the knowledge management process. If in the scope of the library requires the role of librarians, namely as catalysts that facilitate the process of creating knowledge. Moreover, the library environment of Kpw BI

Bengkulu with dedicated, integrated and adaptive human resources in changing economic conditions allows the creation of knowledge as part of the knowledge management process. This can be proven that each individual employee with various work experiences in handling problems, or training and development activities that involve collaboration make tacit knowledge externalized. Basically in knowledge management there are 4 processes and technologies as tools to help people, namely: creation (KM-creation), assimilation (KM-assimilation), dissemination (KM-dissemination), and application of knowledge (KM-application) in organizations/companies (Tjakraatmadja 2015).

Knowledge creation as the first step in the knowledge management process needs to optimize its impact with a knowledge blending process where existing knowledge in the organization is integrated or combined to produce new knowledge. In practice, in the Bank Indonesia Bengkulu work environment, knowledge emerges from collaborative activities across work units with stakeholder involvement. So that there is room for discussion on small or large scale activities. This is where the One-Person Librarian plays a role in providing adequate facilities with comfortable library facilities and infrastructure so that for several meeting agendas, the library is used as a place to exchange ideas and information and even facilitate virtual meetings. The outcomes generated from collaboration-based activities such as respondent meetings, education and development-based activities such as capacity building, public education synergy activities based on education and information and Investment

Economic Forum activities based on business and economics from several examples of these activities must involve tacit knowledge so that it needs to be documented in the form of activity report documents. It should be noted that the work units within the scope of Bank Indonesia Bengkulu are diverse with a focus on the monetary sector so that there are publications by Bank Indonesia Bengkulu, in the form of books on regional economic and financial statistics for Bengkulu Province, economic reports for Bengkulu Province, regional economic and financial reports for Bengkulu Province, research reports on commodities/products/types of business (KPJU) Leading UMKM with a monthly publication cycle, quarterly publications and annual publication cycles with the aim of providing information regularly and consistently. All of these are assets that are managed in a structured manner by a One-Person Librarian in a repository database, of course with the ability to group types of knowledge.

Knowledge integration is the foundation for disseminating knowledge. The process of disseminating knowledge involves distributing knowledge to all work units that need it. The dissemination process is usually through direct communication (face-to-face) or through virtual communication by utilizing communication technology. In practice, the One-Person Librarian of the Bank Indonesia Bengkulu library facilitates access to knowledge, especially to all employees who need information or knowledge in the form of data or documents, books, journals, and magazines. In practice, librarians facilitate consultation rooms and exchange of ideas, both face-to-face and virtually. In face-to-face interactions, employees can visit the library directly, by asking the librarian for direct assistance in finding the information they need. On the other hand, in virtual interactions, employees can send requests via email asking for help in finding specific information. This is what makes librarians in the process of disseminating knowledge act as facilitators in providing information support, with the hope that existing knowledge can be optimized in its distribution to support improved employee performance. The dissemination of knowledge creates a strong foundation to support the stages of knowledge management, namely the application of knowledge. The knowledge possessed by individuals, employees, or

organizations is actively used in practical or contextual situations. Specifically, making individuals within the scope of the institution able to apply and integrate existing knowledge to be practiced directly in completing their tasks. This illustrates that the work situation experienced by employees often requires the application of adequate knowledge so that the One-Person Librarian of the Bank Indonesia Bengkulu library plays an important role as a provider of knowledge resources. One-Person Librarian in supporting the application of knowledge in institutions is by providing access to the latest information, uniquely One-Person Librarian has a routine agenda of making e-clippings from news sources from 3 newspaper platforms in Bengkulu City by presenting news covering various topics and issues from the field of life. The e-clipping also presents updates on the prices of crude oil, coal, CPO and food prices. The existence of the e-clipping allows the Bank Indonesia institutional environment to monitor price changes to respond to economic dynamics effectively.

Thus, the 4 stages of knowledge management within the scope of a special library under the auspices of the Bank Indonesia Bengkulu institution by involving the One-Person Librarian. That way, both institutions and libraries that in their operations carry out knowledge management will directly benefit, namely in terms of the information and knowledge available will be of high quality and can be accessed by internal and external circles. Not only that, the competence of librarians and institutions also develops, in line with the increasing satisfaction of users with library services (Nurpratama et al. 2018). This is what makes One-Person Librarians unique because their role provides its own advantages, although the reality is that for some One-Person Librarians in carrying out their duties they are still considered overwhelmed in carrying out their responsibilities compared to public libraries that have more than one librarian. In fact, One-Person Librarians are still able to independently manage knowledge management within the library, all of this because of their multitasking abilities and direct involvement in the knowledge management process.

In line with the above conditions, the One-Person Librarian of the Bank Indonesia Bengkulu library needs to respond to these conditions, because the One-Person Librarian has a strategic role in facilitating Bank Indonesia employees to search for and understand the relationship between data, information, and knowledge. Starting from the One-Person Librarian in managing collections including developing collections which are also part of the main duties of a librarian with the aim that the available collections are oriented towards user needs, relevant and up-to-date. This is in accordance with Cooperman's theory which explains the main duties of the One-Person Librarian in library management such as collection development, library promotion, professional development, and understanding the development of information technology (Cooperman, 2015: 11-52).

The management of the One-Person Librarian collection also helps employees access the document management system, namely in practice the librarian helps employees find the necessary physical documents through the archivist. In this case, Bank Indonesia plays a role in providing intranet facilities as an internal network that functions as a communication and information sharing platform that allows members of the organization to interact, collaborate, and access internal resources. In addition, the Bank Indonesia Bengkulu library has collaborated with several institutions/stakeholders/strategic partners in the region to provide references.

One-Person Librarian is encouraged to utilize the intranet network as a forum to facilitate the exchange of information and knowledge between work units with the aim of producing knowledge workers who contain components of creativity and innovation. So in other words, in the implementation of knowledge management, the human components (librarians)

and technology (database repository) need to be further optimized as part of the knowledge management strategy. As conveyed by Retno, knowledge management has three main components that underlie its success in developing and utilizing organizational knowledge. These components consist of people, process, and technology (Retno et al., 2020).

The Bank Indonesia Bengkulu Library has integrated Cyber Library software so that BI librarians in all regions can share knowledge related to various literacy activities, to discussions without limitations of space and time. The Cyber Library is used not only for the exchange of event planning information, but also to monitor collection enrichment (print and e-books) and as a reference for library service standardization in order to obtain National Library accreditation. The Cyber Library Information System is also an Online Public Access Catalog (OPAC) in this case the One-Person Librarian manages collections starting from storage, information dissemination, and its use by users. In other words, the Cyber Library information system is an electronic database containing references, abstracts, indexes and catalogs for each available collection. (Bank Indonesia Institute 2022:101) There is also a similar application to the Cyber Library, namely the Library Management System (LiMaS Nusantara) where this information system makes the One-Person Librarian of the BI Bengkulu library a public exposure related to various literacy activities and collection management. So that the One-Person Librarian or single librarian can show their contribution to knowledge management. Where in practice, namely promoting library collections and resources through social media such as Book Reviews and Book Recommendations by providing information about new materials, book reviews. Not only that, One-Person Librarian also creates and shares educational content. Interestingly, in supporting knowledge management among Bank Indonesia employees, One-Person Librarian actively takes the initiative by going around offering books on a scheduled basis every Friday in all work units at Bank Indonesia Bengkulu as a form of One-Person Librarian in supporting the knowledge management process. The Bank Indonesia Bengkulu Library is also active in holding financial digitalization seminars, Book Lover webinars, economic modeling book reviews, and paper writing training. Of course, this is enough to be relevant evidence that One-Person Librarian is capable and fully dedicated to carrying out strategic responsibilities in knowledge management and also making the library a dynamic knowledge center that has a positive impact on the growth of knowledge among employees and the surrounding community.

CONCLUSION

Overall, the conclusion that can be drawn is that the BI Bengkulu Kpw Library in its development in the increasingly complex digital era has led to the transformation of the BI Bengkulu library in implementing knowledge management. Where the contribution of employees and institutions is not only limited to being consumers of knowledge but also active contributors to explicit knowledge that is part of individual knowledge and will become an asset for an organization. Uniquely, the library adopts the One-Person Librarian model in carrying out the main tasks of the library. So that the steps in the knowledge management strategy that are applied are to utilize the availability of technology that is always integrated with the Bank Indonesia head office library. Although in practice the One-Person Librarian also has duties outside the library because it does not only focus on library management, including playing a role in the knowledge management process starting from creating, storing, and distributing knowledge.

Although the application of the One-Person Librarian model has proven to be appropriate, namely because it has good time management skills, making library operations run smoothly. Although in practice there are obstacles and challenges for the One-Person Librarian in managing time, especially if there is something beyond control that comes suddenly so that in this situation it causes delays in delivering information. This is what needs to be evaluated by the One-Person Librarian to determine whether the tasks and responsibilities he/she carries out can be carried out productively and efficiently.

SUGGESTION

Referring to the research findings where One-Person Librarian is accustomed to multitasking in managing library operations including knowledge management and managing time management. It is expected that librarians evaluate the routines they do so that practical actions are needed that can minimize the arrival of work pressure that affects motivation and creativity. However, One-Person Librarian, in addition to routinely making to-do lists, also needs to optimize performance dialogue aware consultation services routinely and periodically with managers. So that One-Person Librarian always gets inspiration to be able to improve the quality of his role as a step in realizing a knowledge-based library whose application is beneficial to the organization

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