

THE MEDIATING ROLE OF LEADERSHIP MANAGEMENT ON THE RELATIONSHIP BETWEEN CARL SKILLS AND PERFORMANCE OF SELECTED UNIVERSITY LIBRARIANS IN MALAYSIA

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ABSTRACT

This study has identified standards of foundation and skills including leadership management as mediator to evaluate the performance of the relationship between modern required skills for librarians in academic universities in Malaysia vis-a-vis the performance level. The study has revealed some skills that need to be commanded by each professional librarian in academic universities in Malaysia. The major and basic skills suggest that librarians must have adequate knowledge of Interpersonal Skills (IS), Information Technology Skills (IT) and Leadership and Management Skills (LMS). They also need to be conversant with organizational mission and objectives. Moreover, the direct effects from Foundational Knowledge (FK), Interpersonal Skills (IS), Collection Development (CD) Information Technology Skills (IT) Leadership and Management Skills (LMS) were ranked as highly important. This study adopted a systematic random sampling for selecting 250 librarians working at a university in Malaysia. The study reveals the gap between the current and required performance, in addition to the role of leadership management as mediator, in such a way that could strengthen the relationship. The study has some managerial and theoretical contributions. An academic librarian in Malaysia should have a wide range of competencies and skills, both core and generic. In addition to having some important knowledge and should gain formal learning knowledge from schools which consider not having much effect on the performance among librarians in academic university in Malaysia, recruiters and managers could get a holistic view of the prevailing conditions in the labor market, such as current salaries, duties assigned to specific job roles, most desired skills and qualifications related to a particular position. The present study has provided the groundwork for redefining the performance of librarians' work. This comes in handy for recruiters who are advised to have an updated list of the required skills in the digital era, in addition to the standards in this study that are applied using Carl model. Malaysia can also help with the evaluation of existing education programs in school libraries, which may help defend the librarian profession at the present time.

Keywords: *librarians, leadership management, performance, and Carl skills*

INTRODUCTION

Lo (2015) mentioned that recently, there have been some expansions in “information communication technologies (ICT)” that have modernized the competencies of information management in academic libraries globally. Academic librarians have been encountering many challenges in their profession because of the constant technological changes pertaining to the development of information technologies throughout the World Wide Web.

The study tries to examine the skills required for professional positions involved in digital resources, services, and technologies along with changing aspects in academic libraries. This research is about how the role of librarians in academic universities has been changing in today's 'high tech' age. Starting from the librarians' knowledge and work, the study attempts to identify the skills required for modern librarians as they are being mediated with the leadership skills.

Sun (2011) investigated that before ideas are established, it is important to reach a consensus among employees (Ruiz, J. et al., 2016). This involves more than providing rational details for change. It is actually essential to determine “an emotionally compelling case” (Banks, G. C., et al., 2016). If a change is agreed upon but deprived of evidence, there is no need for such a change, especially when the status quo is no longer feasible, and that people are unlikely to engage with the planned changes (Broadly-Preston, 2012). This arrangement is vital for organizational existence. As Kont (2013) declares, that academics must stay forward of their developing environment if they want to flourish. The advanced technology era arising from the digital revolution at the beginning of the 1980's, has intensely affected the people, although a lot of them are still not responsive to the revolution, despite that it has spread into our everyday lives. This revolution is the new modern library, and it is here that a lot of most deep effects are.

A number of improvements in the performance of library professionals have taken place and several more are expected to follow these changes. These changes could possibly influence the working environments of librarians. Chawner (2013) indicated that, the basic information and knowledge of library science can be taught through training and formal education. They also examined in their research of major core librarianship pertaining to professional competencies and skills in modern society. There are yet educational and skills gap among information curriculum knowledge learned from schools and colleges of library science, according to Raju (2014) a number of knowledge workers percentage reach to 56% whose their skills are not compatible with the market demands, Those skills and competencies are required by the actual labor market where the researchers focus on academic libraries (Rehman, 1997). This will lead us to the research problems statement namely: “What are the key competencies and skills recommended for a new model of Library Information System (LIS) professionals in the digital era, where such competencies will affect the performance effectively and efficiently

RESEARCH QUESTIONS

1. What is the current status of Foundational Knowledge, Interpersonal skills, Collections Development, Information Technology, Leadership Management competency and librarian's performance among Academic University Librarians in Malaysia?
2. What are the important predictors/determinants of performance among Academic University Librarians in Malaysia?
3. What are the important predictors/determinants of leadership management competency among Academic University Librarians in Malaysia?
4. Does Leadership Management mediate the relationships between Foundational Knowledge, Interpersonal skills, Collections Development and Information

Technology with librarian's performance?

5. Does the mean value of librarian's performance significantly differ according to gender, age, years of experience, job position and education level?

LITERATURE REVIEW

Several researchers consider leadership as not being born, but rather self-gained. The role of leadership is being more and more recognized, as a practical leader, who is required to have the capability, information, assurance, tolerance, and above of all is the ability to discuss, negotiate and cooperate with others. A leader is the head of a team that intends to accomplish objectives. An essential leadership, however, is established over a never-ending procedure of self-practice, training, information, in addition to the buildup of appropriate knowledge (Bass & Bass, 2008).

According to Boulding (1956) and as described in "The Image Knowledge in Life and Society" leadership is defined as the over-all trans-disciplinary concept of information and organizational behavior in addition to humanity and social aspects. The study has specified that the foundation of a good leadership is good character and selfless commitment to an organization (Jenkins, 2013). The concept from the perspective of workers is that leadership is part of the whole thing that a leader prepares for marking the achievement of goals, staff and company's welfare (Abbasialiya, 2010). Reliability, is an important leadership trait in all human's activities clusters such as teaching, commercial, military, belief, government, or even global corporations. (Lamb & McKee, 2004; Ivancevich, Konopaske, & Matteson, 2007).

For many years leadership includes a kind of duty meant at attaining specific ends by distributing the existing assets (material in addition to human) and confirming a consistent and logical company procedures (Ololube, 2013). Northouse (2007) and Rowe (2007) labeled leadership as a procedure where an individual affects a group of people to attain a shared objective. In this concept, leadership is dynamic to the appropriate environment. The study can consider that leadership is definitely one of the most noticeable, however, a least assumed phenomena on the globe (Burns, in Abbasialiya, 2010). Previous studies have discussed many similar kinds of leadership, as there is no specific kind of leadership that could be helped worldwide.

In spite of the many various styles of leadership, a better or efficient leader motivates, inspires, and guides for the attainment of group or company objectives. On the other hand, an unsuccessful leader may not have any contributions to company development. Indeed, he may even hinder the achievement of company objectives. Naylor (1999) indicated that actual leadership is a creation of the emotion. An effective leader must be far-sighted, obsessive, imaginative, flexible, inspirational, brave, imaginative, tentative, initiates modification and innovative.

METHODOLOGY

Sampling is a mechanism through which a portion of the population or those affected is selected for study. It is selected to represent a larger population. For this research, Table 3.3 indicates the information needed in the survey which is received from the respondents from the selected academic universities in Malaysia. They are the head librarians or the assistant librarians or both because of their knowledge and experience working in university libraries.

Table 3.3

Population, Sampling Frame, and Respondent Selection

Population	Sampling Frame	Respondent's Basis of Selection
1,140 librarians	250 librarians	Selected Academic university libraries

According to the Ministry of Higher Education (MOHE) there are estimated over 900,000 students undergoing higher education in 20 public academic universities, 33 private universities and university colleges, 4 foreign university branch campuses, 22 polytechnics, 37 community colleges and about 500 private colleges. MOHE's task is to move a higher education condition, which can raise the development of academic and institutional quality. It is consistent with the goals of the government to move Malaysia to point of educational quality.

EMPIRICAL RESULTS

The results has shown that the second iterative of measurement model offered adequate fit of the data with remaining 40 items (Table 4.6) The results of the goodness of fit indices of the measurement model are represented in Table 4.6.

Table 4.6

GOF Indices of Measurement Model

Fit index	Modified Model	Recommended Values	Acceptable Values	Source
Df	725			
CMIN (χ^2)	740.574			
p-value	0.336	> 0.05	≥ 0.000	Hair Jr, Anderson, Tatham, & William, 1998; Joreskog & Sorbom, 1993
χ^2/df	1.021	≤ 3.00	≤ 5.00	Bagozzi and Yi (1988)
GFI	0.878	≥ 0.90	≥ 0.80	Hoyle (1995), Hair et al. (2006) and Kline (2010)
AGFI	0.862	≥ 0.80	≥ 0.80	Chau and Hu (2001)
CFI	0.998	≥ 0.90	≥ 0.90	Bagozzi and Yi (1988); Byrne, 2013
TLI	0.998	≥ 0.90	≥ 0.90	Hair et al., (2006); Ho, (2006)
IFI	0.998	≥ 0.90	≥ 0.90	Hair et al., (2006); Ho, (2006)
RMSEA	0.009	0.05 to 0.08	≤ 0.10	Schumacker and Lomax, 2010

The results of the GOF showed that the chi-square is insignificant (p-value >

The coefficient parameters estimates are then examined to test the hypothesized direct effects of the variables. The path coefficients and the results of examining hypothesized direct effects are displayed in Table 4.10.

Table 4.10

Examining Results of Hypothesized Direct Effects of the Constructs

Path	Unstandardised Estimate		Standardised Estimate	critical ratio n (c.r.)	P-value	Hypothesis Result
	Estimate	S.E.	Beta			
FK → PR	0.11	0.064	0.117	1.713	0.087	H1) Rejected
IS → PR	0.191	0.067	0.201**	2.865	0.004	H2) Supported
CD → PR	0.138	0.078	0.121	1.764	0.078	H3) Rejected
IT → PR	0.18	0.078	0.157*	2.319	0.02	H4) Supported
FK → LM	0.165	0.054	0.2**	3.062	0.002	H5) Supported
IS → LM	0.168	0.056	0.2**	3.001	0.003	H6) Supported
CD → LM	0.254	0.066	0.253***	3.858	0.000	H7) Supported
IT → LM	0.197	0.065	0.195**	3.021	0.003	H8) Supported
LM → PR	0.218	0.084	0.192**	2.595	0.009	H9) Supported

"*p< 0.05 , **p< 0.01, ***p< 0.001"

CONCLUSION

This study has identified standards of foundation and skills with inclusion of leadership management as mediator to evaluate the performance of relationship between modern required skills for librarians in academic university Malaysia with the performance level. The study has revealed some skills that need to be possessed by each professional librarian in universities in Malaysia. This major and basic skills suggest that librarians must have adequate knowledge of Interpersonal Skills (IS), Information Technology Skills (IT) and Leadership Management (LM), they also need to be well conversant with the organizational mission and objectives Moreover, the direct effects from Foundational Knowledge (FK), Interpersonal Skills (IS), Collections Development (CD) and Information Technology Skills (IT) on Leadership Management (LM) were rank as highly important.

The study has also identified specific capabilities needed by professionals in order to perform effectively in different operations and services one of the most skills that librarians need to have is that Interpersonal Skills (IS) was found to be the strongest predictor of Performance (PR). So, that managers need to have full attention about the interpersonal skill and communicate well with the staff members that affect the library work level of performance, the mediation affect that strengthen the relation between the librarian and the performance was that Leadership Management (LM) that affect the performance.

The greatest contribution to the literature is adding the mediator effect on the performance of library staff and the researcher find out that Leadership Management (LM) fully mediates the effects of Foundational Knowledge (FK) and Collection Development (CD) on Librarian's Performance so that The study can consider the leadership management as major factor to measure the library performance in which the managers need to asset the library staff according to their leaders skills specially for those librarians who will be in charge as head of department

The researcher recommends in his study that Leadership Management (LM) has less importance on the variables used named as partially mediates the effects of Interpersonal Skills (IS) and Information Technology (IT) on Librarian's Performance (PR) so that those librarian working in the Information Technology department wouldn't need to have the leadership skills to improve their performance as it is less important.

Last but not least the skills relationship between modern required skills for librarians in academic university Malaysia with the performance level with the inclusion of leadership management as mediator provide the ground-work for redefinition of the performance for librarians work and will be as an asset for recruiters and managers to be up to date with the required skills in the digital era, in addition to that theses set of standards with the new model that researcher has applied using the Carl model in Malaysia can also help with the evaluation of existing education programs in library schools, which makes us defend librarians profession in the present time.

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