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How Librarian's Social Media Capabilities Influence their Agility in Developing the Services

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Abstract

This study developed a tool to measure social media capability's impact on librarians' agility in 20 Malaysian academic libraries. A 26-item survey gathered data from 200 librarians. Results, analyzed with SPSS and Smart-PLS, indicated strong internal reliability (Cronbach's alpha 0.787-0.945). While one hypothesis was unsupported, three others were confirmed, highlighting the significant role of social media capability in enhancing librarians' agility. The research suggests the potential for future studies in this area.

Keywords: social media platform; librarian; agility; academic libraries; networking

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1.0 Introduction

Social media is an important medium in today's society. The usage is increasing when the information revolution 4.0 erupts. Almost all fields of work use social media platforms for specific use. Certainly, all academic libraries today have their social media for disseminating information, communication, teaching and learning, marketing, and so on. Librarian must get along with this enhancement of social media and use it beneficially for their professionalism and their institutions. Social media capability was defined by Bolat et al. (2016) as social media skills are a recombination of organizationally learned skills, taking into account new individual skills. In the digital world today, librarians are made aware of this and they have started to embrace technologies such as social media. The majority of existing research focuses on how social media are used in libraries and librarian's or users' attitudes toward libraries that use social media.

2.0 Literature Review

2.1 Social Media Use in Library Fields

Since the start of the 21st century, social media has fundamentally modified the marketing situation and channels in all walks of life in just over a decade. During COVID-19, numerous libraries in various countries use social media for marketing and services (Koulouris

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et al. 2020). The applications of social media platforms such as Facebook, Instagram, Twitter, YouTube, and TikTok at Tun Abdul Razak Library, Universiti Teknologi Mara, Malaysia have helped the library share information faster and help the users become aware of the new services (Syaiful Hisyam et al., 2021). In Nigeria, academic libraries started the adoption of social media platforms like LinkedIn, MySpace, Facebook, and Twitter to keep updated with their employees' records and communication (Magoi et al., 2019). The social media tools becoming to be useful and easy to use in the provision of services.

2.2 Social Media Capability Influence Librarians' Agility in Delivering Services

Social media is considered a combination and essential component of the library (Muhammad and Zhiwei 2021). It also enables ongoing collaborative learning either online or offline. According to Kurtmollaiev (2020), capability can mean the quality or state of having attributes required for performing or accomplishing a particular task. Kenneth Dike Library (KDL) in Nigeria mentioned by Ilo, Izuagbe, and Iroaganachi (2020) that KDL used social media tools for their marketing services and products. The use of social media creates an engagement with library and users.

Information processing emphasizes the importance of customer-centric information processes and capabilities (Jayachandran et al., 2005). The relationship capability also found in social media relates to customer relationship management (Wang and Kim 2017). Other than relationship capability, there are service innovation capabilities which refer to new service design and development, innovation in processes, and organizational innovation (Islam et al., 2015). Tools capability facilitates transparency, collaboration, and openness within processes. The connection of social media capability and librarians' agility will enhance library services.

3.0 Research Objectives and Research Framework

This study aims to investigate the librarians' agility influenced by social media capabilities. This study was conducted to address the following research objectives:

- a) To measure the level of social media capability among academic librarians in Malaysia
- b) To determine the significant effect of social media capability on librarians' agility

To address the two research objectives, a research framework is developed based on the Chuang (2020) dynamic capabilities approach. Figure 1 illustrates the research framework.

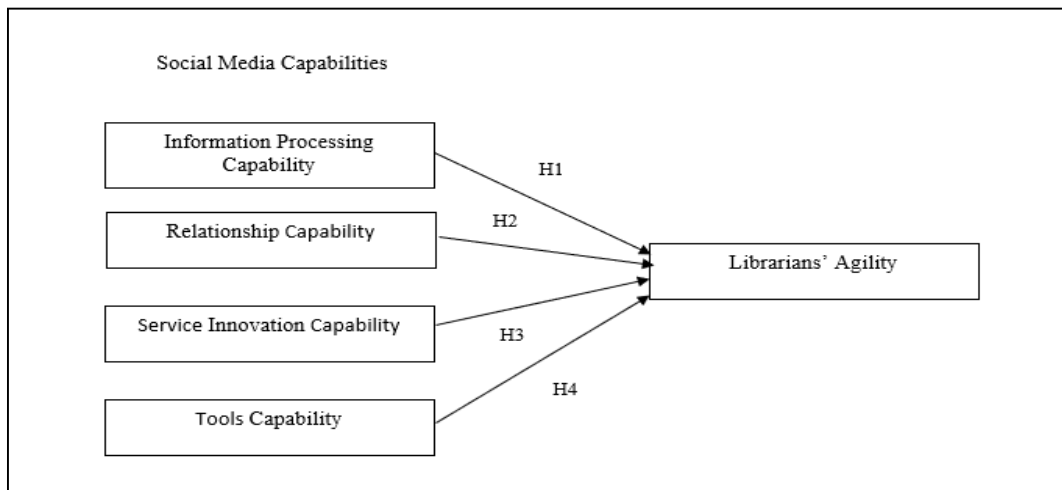


Fig. 1: Research framework of librarians' social media capabilities influence their agility in developing services (Source: Author, 2023)

The research framework is developed to investigate the relationship between independent variables and dependent variables. The literature justifying the relationship between the variables is referred to in Table 1.

Table 1. Conceptualization of relationship among variables		
Variables	Hypotheses	References
Information processing capability → librarians' agility	H1: There is a significant relationship between the information processing capability of social media and librarians' agility	Chuang (2020)
Relationship capability → librarians' agility	H2: There is a significant relationship between the relationship capability of social media and librarians' agility	Wang and Kim (2017)
Service innovation capability → librarians' agility	H3: There is a significant relationship between the service	Zhang and Hu (2021)

Tools capability → librarians' agility	innovation capability of social media and librarians' agility H4: There is a significant relationship between the tools capability of social media and librarians' agility	Farzaneh et al. (2020)
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The study focuses on the identification of the determinants in social media capabilities influence on librarians' agility. The individual variables are explained in Table 2.

Table 2. Definitions of variables

Variables	Definition	References
Information processing capability	Refers to a company's ability to source, communicate, and respond to information derived from interactions facilitated by social media of social media and librarians' agility	Chuang (2020)
Relationship capability	Connected networks that involve multiple business interactions and conversations through different channels	Hollebeek (2019)
Service innovation capability	The new concept of service is being implemented or significantly improved	Wilkinson et al. (2009)
Tools capability	Tool to contact end customers promptly and directly with relatively low costs and high efficiency	Kaplan and Haenlein (2010)
Librarians' agility	Refers to librarians' ability to react and adapt to changes appropriately and promptly and allows employees to capitalize on changes and turn them into opportunities and development	Alavi et al. (2014)

4.0 Methodology

A quantitative approach was adopted, involving pre-test experts two senior lecturers, and two senior librarians for the clarity and relevancy of the item's questionnaire. Next, the pilot study done at Perpustakaan Tun Abdul Razak, Universiti Teknologi Mara involved 30 academic librarians. The actual survey started on 2 August 2022 until 21 September 2022, twenty academic libraries consisting of research universities and non-research universities were chosen as sampling techniques. The data for this study was collected by way of a survey questionnaire administered among 208 from 450 random sample population of librarians in 20 academic libraries in Malaysia using the Raosoft (2004) calculator. 200 of the surveys were returned with a percentage of 96.15% and a percentage of 3.85% not returning the questionnaires. The survey questionnaire consists of 26 items. A 7-point Likert scale was used to record the responses as 1= Strongly Disagree; 2 =Disagree; 3 =Somewhat Disagree; 4 =Not Sure; 5 =Somewhat Agree; 6 = Agree; 7 =Strongly Agree. Smart-PLS 4, the data were further analyzed in two phases, namely the measurement model and structural model under the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique. The specific measures in the measurement model include indicator reliability, internal consistency, convergent validity, and discriminant validity.

5.0 Reliability of the Instruments

All instruments have the highest consistency which represents more than 0.7 scores respectively. Dillon et al. (1994) indicated that scores over 0.50 are acceptable. A detailed Cronbach alpha score base is presented in Table 4.

Table 4. Reliability of Instrument Measures

Measures	No. of variables	No. of items	Cronbach's Alpha
Information Processing Capability	1	5	0.923
Relationship Capability	1	5	0.934
Service Innovation Capability	1	5	0.945
Tools Capability	1	5	0.934
Librarians' Agility	1	6	0.925

6.0 Partial Least Squares Structural Equation Modelling (PLS-SEM)

Partial least squares (PLS) structural equation modeling was performed using the Smart-PLS software version 4.0. This statistical tool permits to analysis of the proposed measurement and structural model since survey research is normally not normally distributed and has the advantage of allowing for small sample sizes without relying on the assumption of data normality (Chin et al. 2003). Multivariate normality was tested by following the Web Power website as recommended by Cain et al. (2017). The results showed that multivariate skewness was 641.518 ($p < 0.01$), while multivariate Kurtosis was 2013.582 ($p < 0.01$), suggesting that the data was not normal. As recommended by Kock and Lynn (2012), we first examined the potential for Common Method Bias by assessing full collinearity. This approach involves regressing each variable against a common variable and if the variance inflation factor (VIF) is less than or equals 10, then, there is no bias resulting from the single data source (Hair et al. 1995). As shown in Table 5, the analysis produced a VIF of less than 10, thus, common method bias is not a serious issue in our study.

Table 5. Full Collinearity Analysis

	Information Processing Capability	Relationship Capability	Service Innovation Capability	Tools Capability	Librarians' Agility
VIF	4.911	6.559	6.554	5.030	1.000

6.1 Measurement Model Assessment

In the assessment of the reflective measurement model (stage 1), there are specific measures that include indicator reliability, internal consistency, convergent validity, and discriminant validity. Reliability was assessed by first checking the indicator reliability based on outer loadings of at least 0.708 or higher however loadings higher than 0.5 are adequate if other items have the highest scores of loadings to complement AVE and CR. For AVE, it is suggested that AVE should be higher than 0.5 and CR should be higher than 0.70-0.90 (definitely 0.95) to be considered satisfactory (Hair et al., 2019).

Table 6. Measurement Model

Construct	Item	Loadings	Composite Reliability (CR)	Average Variance Extracted (AVE)
IPC_1	Information from social media can support my library activities	0.855	0.942	0.765
IPC_2	Information from social media can generate my knowledge and can use it strategically in the library	0.878		
IPC_3	Information from social media can accomplish my speed, and accuracy and save cost in the exploitation of my opportunities for innovation and competitive action	0.857		
IPC_4	Information from social media can deal with unpredictable and quick changes in my user's needs	0.880		
IPC_5	Information from social media can develop my operational agility in the library	0.903		
RC_1	Social media can enhance my interactions in the library and at the same time create good relationships between them	0.903	0.951	0.796
RC_2	Social media can lead my higher satisfaction, loyalty, and retention, and it can improve relationship performance in the library	0.850		
RC_3	Social media can enhance my participation in improving the library's effective and efficient	0.910		
RC_4	Social media can help my visibility and connections within the broader library community; and also, assist in the promotion of the work of their faculty	0.914		
RC_5	Social media can take my library service to users in their preferred spaces, the opportunity to build a sense of community between my library and users, to support development	0.883		

SIC_1	Social media able to collaborate more, reduce service complexity, and increase my innovation possibilities by integrating internal and external knowledge and making it available and accessible to its patrons	0.881	0.958	0.821
SIC_2	Social media create digital wayfinding for me and transfer what is found to users	0.907		
SIC_3	Social media act as an openness of the data to me, and also offers generative and unbounded opportunities resulting in my service innovation	0.909		
SIC_4	Social media as new forms of knowledge in my library can update information promptly and stimulate more originalities and ideas, thereby promoting my service innovation projects	0.904		
SIC_5	Social media can enhance the data empowerment and innovation capability of my library platform	0.929		
TC_1	Social media platforms are highly interactive, with specific functionalities, and help me empower the services to users	0.886	0.951	0.795
TC_2	With social media tools, my library can develop design toolkits and apply them to produce something creative	0.873		
TC_3	Using social media tools my library is more effective in advertising in terms of prompting users to search for new services	0.899		
TC_4	Social media tools can establish my library collaborations with various stakeholders	0.894		
TC_5	Social media tools can express my library preferences in various ways (e.g., posting content such as text, pictures, or videos)	0.907		
LA_1	I have been fast in detecting the changes that occurred among users especially related to library services	0.866	0.943	0.736
LA_2	I have been fast in detecting the changes that occurred among users especially related to library services	0.880		
LA_3	I can predict the changes in technology and able to respond and adapt to unpredictable changes quickly and efficiently	0.899		
LA_4	I can carry out a series of specific tasks successfully, in addition to managing the opportunities and risks in the library activities effectively	0.892		
LA_5	I can make decisions quickly and effectively to unexpected opportunities, and provide solutions in advance	0.857		
LA_6	I can take a strategic plan from social media to fulfill users' needs	0.744		

Note: IPC-Information Processing Capability; RC-Relationship Capability; SIC-Service Innovation Capability; TC-Tools Capability; LA-Librarians' Agility

In this study, all items were retained since the outer loading achieved a satisfactory level (> 0.5). Consequently, the AVE and CR for each construct have also met the acceptable level result of 0.5 and 0.7, respectively. The discriminant validity using the newly

suggested method by Henseler et al. (2015) through the Heterotrait-Monotrait ratio of correlations (HTMT) values is lower than 1.0. Thus, discriminant validity can be regarded as established. (Refer to Table 7).

Table 7. Discriminant validity (HTMT)

	1	2	3	4	5
1. Information Processing Capability					
2. Librarians' Agility	0.681				
3. Relationship Capability	0.943	0.718			
4. Service Innovation Capability	0.908	0.715	0.934		
5. Tools Capability	0.859	0.701	0.913	0.935	

7.0 Findings

7.1 Demographic Profile

Table 8 shows the demographic profile of the respondents. The data indicated two-thirds which is 70.5% of the respondents are female. Most of the respondents (31.5%) are in their middle career in librarianship as demonstrated by having 11 to 15 years in service. For academic qualification, 63% of them have Master's holders, 34.5% have Degree holders, and 2.5% have Ph.D. holders. The respondents from the survey, mostly from non-research universities consist of 55.5%.

Table 8. Analysis of Respondents Demographic (n=200)

	Frequency	Percent
Gender		
Male	59	29.5
Female	141	70.5
Length of Service in the Library		
1 – 5 years	28	14
6 – 10 years	18	9
11 – 15 years	63	31.5
16 – 20 years	40	20
21 – 25 years	34	17
More than 26 years	17	8.5
Academic Qualification		
Bachelor Degree	69	34.5
Master	126	63
PhD	5	2.5
Types of Universities		
Research University	89	44.5
Non-Research University	111	55.5

7.2 Social Media Capability and Librarians' Agility

All variables under social media capability stood at a mean above 5.90 which means that the respondents agree with the items listed. All social media capability consists of information processing capability, relationship capability, service innovation capability, and tools capability giving results good based on Table 9. For the information processing capability, the respondents agreed that information from social media can support their library activities, generate new knowledge, accomplish their speed of innovation, predict their users' needs, and develop the operational agility of the library. As for the level of relationship capability, the respondents also agreed that social media can enhance their interactions within the library, social media can lead their higher satisfaction, help their visibility and connections, and also social media can take the library service to users in their preferred spaces. The respondents agreed that the service innovation capability of social media can increase their innovation possibilities by integrating internal and external knowledge. Besides that, the tools capability level of social media by the respondents also achieved good. The respondents agreed that social media platforms have specific functionalities, and help them to empower the services to users. Agility performance is enhanced when firms or in this case study libraries use social media to cooperate with their users and create new products or services (Chuang 2020). All items recorded a mean value greater than 5.0 and the overall mean score stood at 5.610 (Table 9).

Table 9. Descriptive profile of the variables

Variables	Mean	SD	Level
Information Processing Capability	6.058	0.933	Good
Relationship Capability	6.062	0.924	Good
Service Innovation Capability	5.964	2.098	Good
Tools Capability	6.090	0.895	Good

Overall score	5.610	1.010
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Decision Rule: 1.00-2.99 (Poor), 3.00-4.99 (Fair), 5.00-6.99 (Good), 7.00-8.99 (Excellent)

7.3 The Effect of Social Media Capability on Librarians' Agility

Following the recommendations of Hair et al. (2019), path coefficients, standard errors, t-values and p-values for the structural model using a 5,000-sample resample bootstrapping procedure were reported. As shown in Table 11, information processing capability had no significant effect on librarians' agility ($\beta = 0.071, p > 0.10$), while, providing no support to hypothesis H1. In addition, relationship capability is significantly having a positive effect on librarians' agility ($\beta = 0.257, p < 0.05$). Thus, H2 was supported. The finding suggests that for every unit increase in relationship capability will increase 0.257 librarians' agility. Service innovation capability, on the other hand, shows a significant positive effect on librarians' agility ($\beta = 0.229, p < 0.05$), suggesting that every unit increase in service innovation capability will increase 0.229 librarians' agility. Therefore, H3 was supported. Next, tools capability has a significant positive effect on librarians' agility ($\beta = 0.184, p < 0.10$), while, providing support to hypothesis H4. The finding suggests that for every unit increase in tools capability will increase 0.184 librarians' agility. The Coefficient Determination (R^2) value of the dependent variable in this study, librarians' agility, is recorded at 0.497 thus this model's accuracy predictive is considered moderate. Effect size is calculated based on the Cohen f^2 value. The results indicate the effect size of the variables, information processing capability (0.002), relationship capability (0.020), service innovation capability (0.016), and tools capability (0.013). It can be concluded that all the variables have a small effect on librarians' agility.

Table 11. Result of hypotheses testing

	Path coefficient	t-value	p-value	f^2	Decision
Information Processing Capability -> Librarians' Agility	0.071	0.611	0.541	0.002	Not Supported
Relationship Capability -> Librarians' Agility	0.257	2.170	0.030**	0.020	Supported
Service Innovation Capability -> Librarians' Agility	0.229	2.389	0.017**	0.016	Supported
Tools Capability -> Librarians' Agility	0.184	1.768	0.077*	0.013	Supported

Note: Significant at *10%, **5%, ***1% level

8.0 Discussion

The social media capability level of academic librarians is all good. Each capabilities influence librarians' agility at twenty academic libraries in Malaysia. From the mean, it can find that academic librarians can identify their social media capability level, and can influence their agility. It was found that overall, the social media capability level of academic librarians was good and above average. This indicates that academic librarians have an efficiency level of social media capability for relationship capability, service innovation capability, and tools capability. Social media can enhance librarian interactions in the library and at the same time create good relationships between their community development. This is consistent with a work by Chakrabarti (2016) that by posting library information on library pages, library authority supports their users to inform the library-related matters at any time through a variety of locations on the web.

9.0 Conclusion and Recommendation

The findings of this study have proven that the level of social media capabilities among academic librarians is good. Several aspects of social media capability can be determined when academic libraries make use of it. The librarians' agility will be enhanced and improve library services. The instrument can also be customized to be adopted by other professions that are service-oriented. The limitation of this study was the actual survey was used only in twenty academic libraries in Malaysia from August until September 2022 and the results may not be the same as other studies done. The implications beyond the confines of the current research were there may be different levels of agility among librarians which are influenced by social media capability.

10.0 Contribution to Related Field of Study

This research will contribute to libraries and other organizations that use social media as their main tools to communicate with users. This study also will contribute to a new theory or approach which is in this study adapted the dynamic capability approach.

11.0 Acknowledgement

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