

Entrepreneurial Leadership Capabilities and Innovativeness in Academic Libraries: A Research Model

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Abstract

Entrepreneurial leadership offers an approach for library leader to be envisage, opportunistic, visionaries and influentials in facing the transformation of an academic libraries due to fiscal constraints and pressure to be distinctive. This conceptual paper aims to investigate the combined effects dimensions of entrepreneurial leadership capabilities on innovativeness in academic libraries. The study also addresses the issue of organizational intervention on the relationship. The Leader Member Exchange (LMX) theory of the leadership is use as the underpinning theory, as guidance and to support the research model consists of six major domain construct; (1) strategic factor, (2) communicative factor, (3) personal factor, (4) motivational factor, (5) moderator, (6) innovativeness in academic library. This study is a first step for library managers to anticipate entrepreneurial leadership and will serve as guidelines for the policy makers of higher learning institutions to design and provide future support system for the academic library.

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domain construct; (1) strategic factor, (2) communicative factor, (3) personal factor, (4) motivational factor, (5) moderator, (6) innovativeness in academic library. This study is a first step for library managers to anticipate entrepreneurial leadership and will serve as guidelines for the policy makers of higher learning institutions to design and provide future support system for the academic library.

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1. Introduction

In the last decade, academic libraries have faced drastic changes due to technological advances, the changing information-seeking behavior of library users, economic, and political influences. Several authors has pointed out that academic libraries must make dramatic changes by providing unthinkable value added services, creating new social library environment and becoming more innovativeness (Martell, 2000; Atkinson, 2001; Taylor, 1973).

As libraries continue to transform, often under fiscal constraints and pressure to be distinctive, and as they bridge old modes of work with new models, entrepreneurial leadership offers an approach in which directors envisage, find, seize, and exploit opportunities (Carpenter, 2012). Cogliser and Bingham (2004), stressed that vision, influence (both of followers and of a larger constituency), planning, and "leading innovative/creative people" are relevant to entrepreneurial leadership.

Many recent studies had identified and investigate on the leadership styles and organizational change, which provide insight into the roles of these leaders in the innovation process (Jantz, 2012). However, limited studies have explored how entrepreneurial leadership styles affect innovativeness in academic libraries. The aim of this conceptual paper is to investigate the combined effects dimensions of entrepreneurial leadership capabilities on innovativeness in academic libraries.

The remainder of this paper is organized as follows. Section 2 is the background of the study. Section 3 discusses on the proposed research model. Section 4 is future works. Final section is a conclusion.

2. Background

The existing literatures had not been very successful in explaining what specific factors that influence innovativeness in academic libraries. Hence, it is necessary to develop an alternative model that focused on specific factors that would explain innovativeness in academic library.

Another related study by Carpenter (2012) explored entrepreneurial activities taking place at ARL libraries and of entrepreneurial leadership within a higher education setting which mainly reveals what library directors perceive to be the most important elements of entrepreneurial leadership. Later, Jusic (2013) examine library directors' views of such leadership, the types of entrepreneurial opportunities they are pursuing, and whether they are planning additional

endeavors. All of these studies were related to entrepreneurial leadership but still lacking in the aspect of exploring how the leadership style affect innovativeness in academic libraries.

Neal (2006), in highlighting a research and development perspective, suggested that there will need to be "a heightened attention to innovation" within the academic library. The bulk of innovation literature has focused on the for-profit and manufacturing sectors. Relatively few studies of innovation in academic libraries exist, and only minimal studies to date have examined the singular leader's perspectives on innovation in the academic library from the university librarian's viewpoint and most of these studies were conducted in developed or more advanced countries (Jantz, 2012).

More recently, several other researches had also considered other different factors and suggest that these factors to a certain extent do have impacts on library innovativeness. One key factor is organizational support. This is a unique factor applicable to an academic library setting which operate under hierarchical top-down model. Further to that, several studies had found that organizational significant roles to promote entrepreneurial behavior in library (Kuratko, 1993; Stevenson, 2001; Carpenter, 2012; Haziah, 2013; MacDonald, 2015), and that organizational supports do have an impact on library innovativeness (Kanter, 1988; Furst-Bowe & Bauer, 2007; Jantz, 2012). Thus, there is a need to investigate the role of organizational support on the relationship between entrepreneurial leadership and innovativeness in academic libraries.

In conclusion, it is necessary to develop an alternative model that could explain innovativeness in academic libraries. Thus, the main problem to be addressed in this study is that there is still a gap of what factors that can effectively explain innovativeness in academic libraries. At the same time, rarely there has been a study that investigates the role of the organizational intervention on the relationship between entrepreneurial leadership and innovativeness, particularly in the academic library setting, and as such, the study also addresses the issue of organizational intervention on the relationship.

3. Research model

Despite numerous studies on leadership and innovativeness, very few studies had considered the role of organizational support and intervention as factor that might influence the innovativeness especially in academic libraries. Some studies stress new library as one that must abandon its bureaucratic structure for a more flattened organization with cross-functional teams (Sweeney, 1994) where fundamental changes must be led by senior management (Stoffle et al., 1996). Clayton (1997) observed that a major problem in libraries is the rigidly defined job classifications, which, according to many researchers, encourage ritualistic and unimaginative behavior. Furst-Bowe and Bauer (2007) posited that innovation and change must be driven by individuals with line authority namely; presidents, vice-presidents, deans or department chairs.

In order to further expand the knowledge in library innovativeness, we propose a model to examine the key factors that could affect the innovativeness in academic libraries. The proposed model consists of six major domain construct; (1) strategic factor, (2) communicative

factor, (3) personal factor, (4) motivational factor, (5) moderator, (6) innovativeness in academic library.

The first domain is leader strategic factor. The second domain is leader communicative factor. The third domain is leader personal factor. The fourth domain is leader motivational factor. The fifth domain is the moderator that consists of organizational support. The sixth domain is the academic library innovativeness (strategic innovativeness, innovative behavior and process innovativeness).

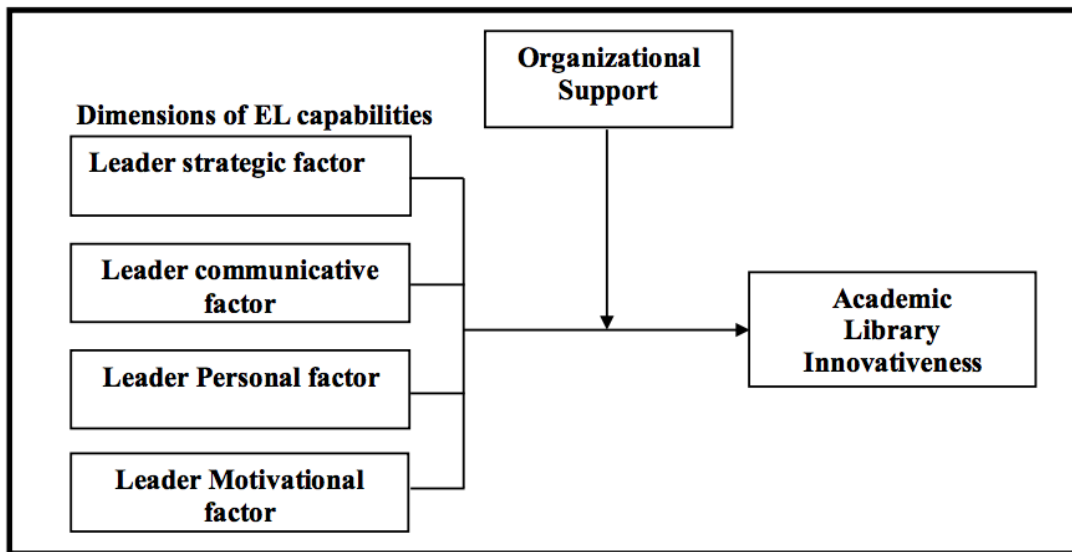


Figure 1. Propose research model: Relationship of entrepreneurial leadership capabilities and academic library innovativeness

The proposed model will explore several factors influencing innovativeness in library setting. The study will be conducted on academic libraries particularly in higher public learning institution. Both personal interviews and questionnaire survey will be use to collect data. Personal interviews will be use prior to the questionnaire development to elicit relevant additional factors in the local context that effect academic library innovativeness. Factors obtain from interviews will be use together with factors obtain from literatures to construct the questionnaires.

4. Future works

The population of the study is defined as all academic libraries in Malaysia. The study is confined to academic library in Malaysian public university. Focusing academic library alone is useful in the assessment of entrepreneurial leadership and academic library innovativeness because of its hierarchical top-down nature. For instance, unlike public library, the academic

library is subject to the requirements of its parent institution rather than the direct pressures from the forces that shaped the supporting culture; libraries are bound in tradition and are not responding to the forces that originate outside of the university (Jantz, 2012). Thus, to avoid such differences in interpretations, the researcher chose to conduct this study on a single type library.

Ministry of education Malaysia (MOE) and Malaysian Qualification Agency (MQA) reported the number academic library in Malaysian Public / Private Institutions of Higher Education (PIHE) has totaled up to 100 universities. The public universities were categorized accordingly: (1) Research universities; (2) Comprehensive universities; and (3) Focused universities. As for private universities were listed based on registered statuses with MQA. The universities identified are located throughout Malaysia.

The study will employ the mail survey method by using structured questionnaires as the principal means of data collection. The selection of mail survey is because mail survey will enable wider geographical coverage of respondents. It will also eliminate interviewer bias as compared to personal interview method.

4.1 Sampling frame

In order to test the application of the proposed model, we will use the list of academic library in Malaysian Public Institutions of Higher Education (PIHE) obtained from the Ministry of Education Malaysia and Malaysian Qualification Agency (MQA) official website 2015. The list includes private universities regardless of its unknown size and the reputation of its libraries. Thus, the list will be filter to select only public universities that are prominently well structured of its institution wise, particularly the library. After the filtering processes, 32 public universities will be identified as our final population.

4.2 Significant and expected outcome

This study adopts the LMX framework (Graen and Uhl-Bien, 1995) as guidance and by this the study will develop an alternative model to the current entrepreneurial leadership and library innovativeness literature. First, although there had been several studies that had investigated the effects of entrepreneurial leadership on innovation (Cogliser, 2004; Carpenter, 2012; Crumpton, 2012; Arshi, 2013; Akmaliah, 2014), very few studies had consider the interactions or combinations of several factors, or most studies had only considered those factors in isolation thus the findings are often conflicting and provide inconclusive evidence.

Several researches noted that innovativeness are among the main personal competencies that have been 'specified' for entrepreneurial leaders alongside pro-activeness and risk taking, that indicate entrepreneurial orientations at both personal and organizational levels (Chen, 2007; Kuratko, 2007; Gupta et al., 2004; Covin & Slevin, 1991). Thus, the present study seeks to investigate the combined effects on the proposed critical factors (strategic factors, communicative factors, personal factors and motivational factors) on library innovativeness in an effort to shed some light as to why there have been varying results in the previous study findings. In other words, the study adopted the LMX theory and integrates dimensions of

entrepreneurial leadership that are specific to library leaders, then, examine their combined effects on innovativeness in academic libraries.

The proposed model will be able to provide useful guidelines for information agencies particularly academic libraries, to improve library innovativeness. Besides that, it will also provide guidelines on how leaders in academic libraries (especially academic libraries in developing countries like Malaysia) can enhance entrepreneurial leadership knowledge and competencies efficiently in order to improve library innovativeness.

Several researches had studied the role of organizational support in affecting entrepreneurial leadership and innovation (Kuratko, 1993; Stevenson, 2001; Carpenter, 2012; Haziah, 2013; MacDonald, 2015; Kanter, 1988; Furst-Bowe & Bauer, 2007; Jantz, 2012). However, most of these studies are case studies, hence unable to provide scientific assessments of the relationships. Moreover, as there has been a lack of studies assessing the effects of the organizational role on the relationships between the above-mentioned factors on the library innovativeness, the proposed study would offer policy makers useful insights into whether the existing policies and support systems have effectively assisting the academic institutions and academic libraries to face new challenges in the rapidly changing setting of higher education and information management.

Therefore, the study also investigates the effectiveness of the existing organizational support system in enhancing innovativeness of academic libraries, particularly in the public higher learning institutions. Thus, the study will serve as guidelines for the policy makers of higher learning institutions to design and provide future support system for the academic library regardless of its research status.

5. Conclusion

The impacts of today's economic downturn has forced many of academic institution to faced flat or shrinking budgets that have resulted in the reduction of facilities, staff, hours, and resources. With the change happen throughout many academic institutions, library managers have opportunities to use entrepreneurial leadership to transform their organizations to meet the changing information and service needs of users, even while under fiscal constraints. This study is a first step for library managers to anticipate entrepreneurial leadership, strategies to market information resources for optimum utilization may as well be the challenging tasks for librarians in academic library.

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