

UNIVERSITI TEKNOLOGI MARA

**LEADERSHIP QUALITIES
OF UNIVERSITY
LIBRARIANS IN MALAYSIA**

KAMARIAH NOR MOHD DESA

Thesis submitted in fulfillment
of the requirements for the degree of
Doctor of Philosophy

Faculty of Information Management

June 2015

AUTHOR'S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the result of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution or non-academic institution for any other degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduates, Universiti Teknologi MARA, regulating the conduct of my study and research.

Name of Student : Kamariah Binti Nor Mohd Desa
Student I.D. No : 2010800534
Programme : IM990
Faculty : Information Management
Thesis Title : Leadership Qualities of University
Librarians in Malaysia

Signature of Student : 

Date : June 2015

ABSTRACT

The purpose of this study is to explore the leadership qualities required for Malaysian public university librarians that enhances customer satisfaction. The objectives of the study are (1) to examine the perceptions of librarians on their leadership qualities, (2) to examine the perceptions of subordinates on the leadership qualities of their librarians, (3) to examine the perceptions of the heads of departments on the leadership qualities of librarians who are their subordinates, (4) to assess the satisfaction of customers on library services, (5) to examine the relationship between the various dimensions of leadership qualities, (6) to compare the perceptions of different groups of respondents on leadership qualities, (7) to compare the perceptions of users on the importance and performance of library services, and (8) to identify factors (e.g. transformational leadership, emotional intelligence and servant leadership) affecting leadership skills. The study covers 20 public university libraries in Malaysia. Respondents are librarians at all levels, head of departments, subordinates and library customers. The survey method is adopted. Data are collected through four (4) sets of questionnaires. The study adopts the 360 degree method in which the perceptions of respondents are gauged from multiple perspectives, thereby providing more data and information. Descriptive statistics of perception scores such as demographic profiles, means and standard deviations for each dimension are tabulated. Analytical methods for inferential statistics such as correlation analysis, statistical tests of significant differences, gap analysis and regression analysis are conducted. The results show that librarians are very positive about their leadership qualities, however they are moderately capable of understanding abstract ideas. Supporting staff rate the leadership qualities of their librarians lower than the librarians themselves and claim that the librarians are less likely to admit their mistakes or make sacrifices for others. Head of departments are more positive on the leadership qualities of their librarians particularly with respect to commitment and preserving organisation integrity. However they acknowledge and correspond to the librarians' perceptions that librarians are moderately capable to understand abstract ideas. There are differences in the perceptions of different groups of respondents on leadership qualities. Library customers are generally satisfied with most of the services offered but need to improve wireless access, computer facilities, online resources for their users and user friendly websites. However, the overall gap analysis of library services show the results of importance and performance mean scores ($m=0.398$) and are significantly different ($p<0.01$). There are significant gaps between the expectation of customers and their satisfaction. The results also show irregularity of positive or significant impact on identifying factors (e.g. transformational leadership, emotional intelligence and servant leadership) affecting leadership skills. This study is significant as it contributes to the body of knowledge in leadership qualities of university librarians. It contributes to new knowledge concept, instruments and 360 degree approach. It benefits public university libraries, faculties, researchers and the Ministry of Education (MOE) and nation.

TABLE OF CONTENTS

	Page
CONFIRMATION BY PANEL OF EXAMINERS	ii
AUTHOR'S DECLARATION	iii
ABSTRACT	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	xii
LIST OF FIGURES	xiv
CHAPTER ONE: INTRODUCTION	1
1.1 Background	1
1.2 Librarians as Library Leaders	3
1.3 Leadership Qualities	7
1.3.1 Leadership Skills	11
1.3.2 Transformational Leadership	11
1.3.3 Emotional Intelligence	13
1.3.4 Servant Leadership	14
1.4 Service Quality	16
1.5 Public University Librarians in Malaysia	20
1.6 Problem Statement	22
1.7 Purpose of Study	26
1.8 Objectives	26
1.9 Research Questions	27
1.10 Hypotheses	28
1.11 Significance of the Study	28
1.11.1 University Policy Makers	29

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

Human capital, presently also known as knowledge workers, was previously called human resource, and these include university librarians. Drucker (2008) emphasises that knowledge workers are a capital asset to an organisation. The Prime Minister of Malaysia, in his forward for the Tenth Malaysia Plan 2011-2015, stresses that *“The foundation of any productive high-income economy lies in a competitive, creative and innovative workforce. To achieve this, an integrated approach to nurturing, attracting and retaining first-world talent base will be implemented”* (Tenth Malaysia Plan: 2011-2015, 2010).

The statement above is positively looking into the importance of human capital by nurturing, attracting and retaining top talents, and these certainly include academics and university librarians. The government strives to continuously improve the skills of the people to enhance their employability, and the initiatives to motivate every person involved to manifest the full potentials each one possesses, according to their likings and talent would help transform the nation.

The Minister of Education (formerly known as the Minister of Higher Education) has suggested that an important ingredient of human capital is knowledge, and accordingly, human capital is characterised by higher order human capacity for intellectual, emotional and social growth (Mohamed Khalid, 2009). He contends that higher order human capital has characteristics that are inter-related: highly educated; highly skilled; possessing leadership qualities to succeed in any competitive situation; fiercely independent with high survival capabilities; creative and innovative in transforming adversities into opportunities; and possessing superior values which enable them to thrive under all circumstances. The second thrust of the National Higher Institution Strategic Plan: Beyond 2020 is to develop human capital with a first class