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Exploring The Entrepreneurial And Innovative Climate: Academic Librarians' Perspective

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ABSTRACT

To respond to a demand of fostering entrepreneurial and service innovativeness as competitive outcomes in their work place, academic librarians need to work in a supportive organizational climate. As an enabler to motivate the creativity of academic librarians toward recognizing a problem and finding its solution, organizational climate interacts along with entrepreneurial competencies to transform them into a new working process as opposed to the traditional professional parameters of librarians.

The objective of this paper seeks to explore the motivational factor of organizational climate leading to innovative behavior among academic librarians. A comparative case study was conducted at two academic libraries in Malaysian research universities. The data was obtained by using focus group discussions with 12 informants. In order to accomplish the qualitative data analysis, the themes found which confined the antecedents of environmental factors (research focus center/greater graduate education/more funding options), rewards (recognition and performance measurement) and work group (team and composition).

The domains revealed by the findings are the contextual factors both internal and external organizational climate influenced the librarians to practice their entrepreneurial and innovative behavior directed towards a common objective to both cases which is fulfilling the mission and continuing maintenance of the goals of the position of the two universities in the world ranking status.

Key Words: entrepreneurial competencies, innovative, librarian, research university.

1. INTRODUCTION

Despite a plethora of empirical studies on entrepreneurial and innovative behavior from the context of organizational climate, there is limited literature establishing its persuasive arguments and explaining how organizational climate perceive the importance of motivating innovative behavior among academic librarians. In response to fill the gap of the substantial demand to explore organizational climate related to innovation efforts in Asian university's library therefore, in this paper, we treat the extent to which organizational climate influences service innovation among academic librarians who are working in public research university (RUs). As this similar study has been not conducted much, the decision to sample Malaysian public sector university academic libraries is also to represent the target population among Malay ethnicities which included 68.8 per cent of total population (Department of Statistics Malaysia, 2017). It should be noted that the majority of the theories and philosophical concepts to create measurement items have been sourced from studies from the developed countries mostly. In addition, the literature in supporting the challenges associated with organizational climate and innovative behavior adoption comes from numerous locations the world over, thus demonstrating that organizational climate leads to and innovative behavior challenges are not limited to Malaysian academic libraries (Sa'ari, 2018). From the context of the library and information management practitioners, they will find the analysis of data helpful in their endeavor towards crafting service innovation. The following section presents a review of the relevant literature and is followed by a description of the research method used to facilitate the empirical exploration according to the research objective. The results revealed the implications in providing conducive and supportive organizational climate and the evaluation of innovation service behavioral in selected academic libraries. Finally, this paper captures the implications and limitations as well as some recommendations for further studies.

2. LITERATURE REVIEW

Libraries are the central agent of change in educational reforms, and the librarians' competencies and skills are part of the key elements in the change process. Previous literatures highlight that, among the numerous factors that determine the success of an educational reform, the quality of the libraries and the librarians remains one of the key factors (Kenk & Haldma, 2016; Vishala & Bhandi, 2009). In the same line, Shrestha and Krolak (2015) opine that libraries assist in finding, using and interpreting appropriate information that opens up opportunities for lifelong learning, literacy enhancement, informed citizenship, recreation, creative imagination, individual research, critical thinking, and ultimately, empowerment in an increasingly complex world.

Drawing on the Malaysian context, empowering academic libraries' services is one of the agendas to be fulfilled under the Malaysian Education Blue Print 2015-2025. One of the

many requirements stipulated in the Malaysian government reforms programs and the Blue Print 2015-2025, is that all agencies in the public sectors to implement the Quality Management System (QMS) Standard (MS ISO 9001:2008) as a tool to practice evidence-based management. However, little attention is paid by the higher education authority to issues of how the public services inclusive of the organizational climate influence academic librarians' in demonstrating their entrepreneurial competencies and innovative behavior in the public universities. Malaysian academic librarians are lacking in initiatives in promoting their library activities and fully utilizing the library websites as a marketing tool and an enabler to reach out to the community (Kaur, 2009). The lack of such capabilities among librarians is most likely a major hindrance to create products and services leading to new innovation and invention as they strictly followed the responsibilities prescribed for them (Masrek, 2012). Moreover, developments in entrepreneurial leadership in librarianship climate as a distinct area of both research and practice raised many questions in order for chief librarians to successfully lead entrepreneurial endeavors as required by the Malaysian universities (Bagheri, Pihie & Krauss, 2013). While there has not been as much research as in the developed countries, these studies suggest that academic librarian' entrepreneurial competencies towards innovative behavior and organizational factors associated to those domains should be a significant issue in Malaysia as well.

Organizational climate is one of the main indicators of organizational health and dynamic and climate for innovation has a higher effect on organizational climate of the libraries (Yaminfirooz, Nooshinfard & Siamian, 2015). In line with this, Ibegbulam, Eze and Akpom (2017) conform that organizational climate of academic libraries has to be supportive of librarians' creativity. Their findings revealed that work group and organizational encouragement were perceived to be highly positive for creativity while the least supportive dimension for creativity was sufficient resources. Isaksen, Lauer, Ekvall, and Britz (2001) defined organizational climate as the recurring patterns of behavior, attitudes, and feelings that characterize life in the organization. At the individual level of analysis, the concept is called psychological climate. At this level, the concept of climate refers to the individual perceptions of the patterns of behavior. When aggregated, the concept is called organizational climate. Whereas Ross (2012) detailed out that organizational climate and cultural factors that interact along with individual factors motivate a creative employee toward problem finding and problem solution. Ross further explained that organizational and cultural factors include that of work groups and teams (composition, characteristics, processes, and co-worker behaviors); other influences (goals, recognition, and rewards); work environment (resources and safety); innovative climate behaviors (support for risk taking, and conflict management); and cultural support for innovation. Hunter, Bedell & Mumford (2007) proposed the dimensions of positive peer group, supervisor, resources, challenge, mission clarity, autonomy, cohesion, intellectual

stimulation, top management, rewards, flexibility and risk taking, product emphasis, participation and organizational integration. Based on Hunter's et al. (2007) work, Donohue-Perry (2012) tested the dimensions' quality of supervision, resources, challenge of work, customer orientation, employee empowerment/autonomy, ability to manage conflict, consistency of direction from leadership, recognition and rewards, support for risk taking and trust and openness.

Ekvall and Ryhammer (1999, p. 304) suggested that creative outcomes in an organization are likely if the organizational climate is characterized by the situations where the employees are challenged with tasks, goals, and institutional operations and provided meaningful work; employees are given opportunities and initiatives by communication and information sharing both inside and outside the organization; new ideas from employees are supported by encouragement and rewards; employees are trusted and they trust their leaders and managers. This sets up an environment where risk is minimal because employees feel trusted and they in turn, trust the organization; a permissive environment is present with frequent discussions and debate but no animosity; and risk taking is supported and viewed as part of the creative process. Based on the analysis of the various researches on organizational climate factors, the following themes will be used and tested in this paper:

a. Work Groups and Teams: Composition (Anderson, DeDreu, & Nijstad, 2004; Shalley & Gilson, 2004; Kurtzberg, 2005; Rosing & Zacher, 2017; Salas, Vessey, & Estrada, 2015).

- Work Environment: Rewards, recognition, performance measurement (Baer, Oldham & Cummings

  2003; Çekmecelioğlu & Günsel, 2013; Amabile, 1998).

- Work Environment: Resources (Amabile, 1996; Claxron & Brain, 1997; Claxton & Carr, 2004; West, 2002; Csikszentmihalyi, 1999; Amabile, 1988).

Based on the analysis of the above literature, it is proven that organizational climate can shape or influence the academic librarians' beliefs and views towards their assigned roles and responsibilities developed over time (Hunter, Ibid). Many academic librarians still believe and operate under the assumption that librarians work is strictly on cataloguing, acquisition and circulation of library materials and providing services to the users only.

3. RESEARCH METHODOLOGY

The research objective of the study was to explore the motivational factor of organizational climate leading to innovative behavior among academic of two selected RU's. Thus, qualitative interview method which focused on gaining an understanding from the academic librarians' points of view, experiences and interpretations is adopted in this study. Framed by the conceptual framework from the previous literature, the organizational climate was measured consisting of the antecedents of environmental factors namely research focus

center/greater graduate education/more funding options), rewards (recognition and performance measurement) and work group (team and composition).

3.1 Informants and populations

In brief, a multiple case study approach is better suited than a single case study design to address the research problem for this study. In order to allow purposive sampling suitable to achieve the objectives of the study and to provide answers to the research questions, only two of five Malaysian public RUs will be chosen. These universities over the years have been reputable on 10 areas of performance, including research impact, internationalization, products, services and overall achievement associated with innovation. The core specialization of CASE A is agricultural science, while CASE B specialization is science and technology. This fact may have an impact on the innovative behavior of both cases. Only 12 professional academic librarians were identified as interviewees in order to reduce problems of large population of a total 1,355 professional and managerial staff of academic libraries in Malaysia (Perpustakaan Negara Malaysia, 2016). The academic librarians of both have possessed at least Bachelor's Degree in Library and Information Science and this study are in the similar category S41 with 10 to 15 years of service. The gender of informant for CASE A is two males and three females whereas for CASE B is one male and four females. The age for both is between 35-45 years old. All librarians maintained the Key Performance Index of 90% to 95% of overall achievement.

3.2 Data collection and analysis of data

As no sub-units within organizations are analyzed in this study, only main cases are used. Therefore, two selected Malaysian public universities of RU status form the unit of analysis were employed in this study. A design with two case studies (include one pilot case study) with twenty-four in-depth interviews and two focus group interviews are selected as it is considered sufficient and practical as they are within the range suggested by the experts (McPhail, 2003).

The interview protocol checklist was prepared to conduct the face-to-face interviews and the focus group discussions. Semi structured questions were built from the literature review. The interviewees were briefed about the purpose of the study and on the participation consent form with the aim to assure of their personal anonymity and the confidentiality of the responses and the raw data, upon which they were also requested to allow MP3 recordings of the interviews (Saunders Lewis & Thornhill, 2012). The interviews conducted lasted between 50 minutes and one hour. The focus group discussions formed part of the instruments for gathering qualitative data from two focus group discussions, otherwise known as "guided small group discussions" (Krueger & Casey, 2009).

The indexing was done by assigning a unique code to each interviewee, for each transcript and each segment in the transcript which is important in order to retrieve original data and to cross-reference information while writing and reporting. An example of indexing code which the researcher used is CSA, Q1, D1, Academic Librarian C. In this example 'CSA' refers to CASE A or the first RU where data was collected in this study. 'Q1' refers to question number one. 'A1' refers domain number one of the entrepreneurial competencies leading to innovative behavior. 'Academic Librarian C' refers to the third librarian who agreed to be involved in this study of each of the RU. As part of cleaning the data, all the filed notes, data in the interview protocol forms and note books and diaries, observation notes were all arranged in order. All the RUs documents and the policy documents were categorized and classified separately and indexed as well. The observation notes were indexed using 'O' and the Fidel notes were indexed using 'F'.

4. FINDINGS

The focus of this section is on the discussion of the cases and a cross-case analysis of organized around the research question. This section presents the findings of face-to-face interview data with the five librarians at both cases which is CASE A and CASE B. The objective of the data is to answer the research question which addresses perceptions regarding the environment that can create situations in which the librarians in CASE A and CASE B must innovate and practice their entrepreneurial skills. According to Parker, Williams and Turner (2006); Wu and Parker, (2017); Griffin, Parker and Mason, (2010); Arefin, Arif and Raquib (2015), turbulence and change in the external environment can create situations in the organization must innovate in order to survive. The description of the theme of the views and perceptions of the librarian at CASE A and CASE B pertaining to the domain of entrepreneurial competencies leading to innovative behavior of organizational climate are divided into six main groups of dimensions: research focus center, greater graduate education, more funding; workgroup and team composition; rewards, recognition, performance measurement and resource.

4.1 Research Focus Centre/Greater Graduate Education/More Funding Options

During the interview of CASE A, all academic librarians admitted that the phenomenon of external factor regardless encouraging or challenging motivate their venture in recognizing opportunity to innovativeness behavior in performing their tasks. The most relevant external factor is parent organization granted as RU where the university strives to become large and research-focused centers. The RU's recognition turned the university into autonomy institution has brought increased prestige to universities, greater graduate education and more funding options.

The recognition has also pushed them to many unexpected tasks and automatically their culture of work is change tremendously. The demands of the increasing library users' push them to identify new possibilities and apply creative thinking to initiate new services or work process to boost up the performance.

The informants admitted that an issue of economics and funding cutting edge gives them difficulties in subscribing library resources. They described the main underlying problem is the rising costs of library materials especially serials and electronic information. The cost for electronic resources has been increasing at an unsustainable rate of 8% annually. The percentage increment cost of printed monographs is 87%, mirroring the library is not affordable to maintain the huge portion subscription.

> *We were given the same amount of allocation for every year even though the price of resources increases relatively and not static. We've been notified about the budget for example serial 10 million, 6 million databases and printed 3 million; thus we have to use them accordingly*. (CSA, Q1, A4, Academic Librarian B).

When asked about other environmental factors that influence academic librarian's behavior, one of them mentioned that a key paradigm shift in learning mode has been the move away from the type of instruction known as "point and click" to a higher level of instruction. Academic librarian should deepen their involvement in teaching and they need to contribute to the education of students and faculty about disseminating the results of their work. This provides an opportunity to embrace and promote the expertise that librarians have in effective methods of teaching, in subject disciplines, and in the literacies needed for the digital environment, including visual, communication, media, and data.

Nevertheless, the informants strongly stressed that internal environment plays a big role to encourage employees to perform innovatively. The management should provide an innovation capability by stimulating, cultivating and challenging the employees to take risks within a safe work condition, fosters learning, and encourages independent thinking. Parent organization should be inward-facing to encourage innovation especially when employees show the sense of inquiry, of curiosity whereby management should respond to this employee's problem solving's interest due to their awareness to upgrade their performance.

4.2 Work Group and Team: Composition

The informants of CASE A pointed out their views by mentioning that a 'true' team is more than a collection of people who just happen to be together. With the team work, the tasks became more structured, effective and efficient members of group will remind each other to get the work done or to perform accordingly as required by the policy or procedure.

They added of another factor to make success in teamwork is an ability to deal and communicate with all sorts of different personalities. In demonstrating this, the academic librarians should practice the culture of respect when mix or socialize around with all members of team and avoid a rigid personality disorder such as doubting and cautious, rigid and controlling, humorless, and miserly. They should value the interactions with colleagues or team members irrespective of race, sexual orientation, age, disability, religion, or political beliefs. They treat others the way they would like to be treated and put trust among colleagues as well as form effective working relationships to pursue parent institution's and library's mission. The informants mentioned that out of everything, they must be aware that they are working in knowledge environment and thus they need to respect the environment and seek to minimize any negative environmental impact of their working place. Apart of respect, the informants also mentioned the necessity of sincerity as another one of the basic principles of their characters or attributes in performing teamwork. In contrast, not all tasks need a team as they need to work independently and they need privacy moment to accomplish the task given. Especially for technical work they need silent moment to think, to analyze and to focus. One of the informants justified his perspectives:

> *You enjoy being alone in front of the computer and the presence of other people will disturb the attention. In doing a programming for instance, if you need a team, the member of the team must have compatible characters such as able to meet the dateline and committed in work and profound in IT*. (CSA, Q1, G4, Academic Librarian A).

They also described the formation of group is a strong stimulator in nurturing innovative behavior. Specifically giving the name of the group as KIK or *Kumpulan Inovatif dan Kreatif* (Innovative and Creative Group), the participation of joining the group is highly encouraged by the top management and 10% marks are allocated from the whole year performance index measurement. The group belongs to the combination of hierarchy positions of librarians and library staff from various divisions. It helps in finding solutions as an inclusion of staff from all different types of job specifications and library departments contribute their experiences, viewpoints and ideas on particular problems.

However, a diversity of personal characteristics that the destructive friction might be developed between two or more members who are competing for the same role or getting attention from others for appreciations. They believe that this issue can be minimized by an involvement of top management in team member's selection. Regarding the amount of team member, academic librarian agrees that the most convenience and effective is between 5-10 members.

4.3 Rewards, Recognition and Performance Measurement

During the interview session of CASE A, the informants mentioned that the status of the university encourages top management to nurture innovative and creativity and these

elements are included in the parameter of work performance. However, they mentioned that the chief librarian and the team have worked on the standard performance management to add more indicators of innovative work behavior because currently JPA has provided two indicator elements namely innovative and proactive. Thus, it is important to the top management seriousness to modify the standard performance indicator in order to motivate academic librarian in demonstrating innovative work behavior. They said that standard of performance measurement also needs the seriousness of registrar department to plan for the implementation of innovative behavior measurement for administrative officers and professional services. The same measurement evaluation for lecturers should be practiced, for example how much work is done in each month, how many staff are being supervised etc. Academic librarians demanded that as administration and professional group, a similar practice of performance evaluation should be implemented as this is important for their career development and progression. Nevertheless, one of them stressed out that the standard performance measurement for academic librarians need to be considered and designed carefully. It is because the nature of librarians' work is different from other profession and the difference should be looked into accordingly.

> *It is difficult to do in terms of implementation because library has many staff, for example under Circulation Unit there are 40 staff. It is hard to evaluate one by one and sometimes it leads to bias evaluation. Our evaluation is not reflective of true performance.* (CSA, Q3, B1, Academic Librarian D).

Regarding the level of recognition, the informants mentioned that it can be done on personal basis and on team achievements. When giving recognition of a group of individuals, it is important for each person to be distinguished for their task contribution. Group recognition contributes to team building and informs the group that together, they are valuable to the organization. Arguably, one informant commented that the practice in the library did not recognize innovative work behavior individually but they are being evaluated based on their participation in innovative team. The informant perceived this way of evaluation is bias. Thus, he said that parent organization should design or implement standard performance criteria based on personal innovative work behavior at individual level to recognize significant individual contribution.

Regarding issues pertaining to rewards, the informants agreed that there are gaps and weaknesses in the system. They mentioned that rewards given to a librarian is under Excellence Service Award exercise. However, this kind of reward is given not on the basis of creativity or proactively demonstrates innovative work behavior but it was given on rotational basis as being practiced in many other government agencies. The informants regarded the reward given is not sincerely awarded and considered it as one of the bureaucratic red tapes that needs to be eliminated as it leads to unhealthy situation.

For CASE B, the academic librarians mentioned that the status of entrepreneurial university granted by the parent organizations is a fuel to innovation setting as innovation is a driver of organizations' competitiveness leading to an increase of productivity and efficiency of services. There are few ways to a successful transform of entrepreneurial university and one of them is preparing administrative processes of educational environment for growing entrepreneur's universities. This can be achieved by establishing a center for investigation and development to transform from being mere practical entrepreneurial skills-oriented university to entrepreneurial and investigation focused university. Library is one of the centers can actively support knowledge exploitation from within and outside the university.

They justified that the university policy with regards to its intellectual property, general strategy, spinoff and start-up companies, and sets motivation and conditions for university industry interactions are important matters. It also includes the uptake of entrepreneurial modules in the regular curriculum of university students (as minor program or part of major programs). External environment also includes the setting up of incubators and venture funds. University community should have as objective entrepreneurial behavior and improvement and the optimization of instruments to better exploit knowledge and technology. The mind-set of librarians should be entrepreneurial focused to meet the vision and mission of the parent organization. One of the critiques is as below:

> *We expect the appreciation of the supervisor or head of the library. In my opinion, recognition also means good relationship with the subordinate staff. It is not a subject to or a tangible incentive award. A good relationship and there is no discrimination is an acknowledgment of our existence in this library. We need a consistent award not once a year.* (CSB, Q3, B1, Academic Librarian C).

4.4 Resources

The informants of CASE A admitted that resource in library can be defined in many ways. Library resource not only in the form of collection of sources of information and similar resources, but it also covers capital or financial resources, users, technology and human assets. They stressed that among these resources; financial is one of the prime factors for innovation in library. However, the challenge in getting financial resource or monetary supply is becoming difficult due to economic crisis locally and globally and as a result it hinders innovation efforts because academic librarians may become demotivated to venture or initiate innovative projects. They felt that the financial problem in library is getting critical as the price of the resources have increased tremendously. Academic librarians are in the dilemma to find way out of how they can offer resources and services to their patrons and stay within their financial budget allocations. In addition, the vendors have encouraged the library to subscribe to their services and products at increased prices which most of the times the library could not afford to- while patrons demanded all resources to be made available electronically.

They mentioned the issue of budget constraints and relate it to the issue of bureaucratic structure of parent organization and the budget being controlled administratively and financially by the Treasury Department. They further explained, for many times when proposing the annual budget in the Library Strategic Planning, the library has been questioned by the management of parent organization of the library contribution to the university's coffer and how it can be measured financially. It seems that the organization do not acknowledge that the library has excelled in shaping the minds of the generation precisely base on knowledge generation and acquisition of its patron because library does not operate as profit center. The intangible impact or immediate financial consequences could not be seen by the top management of the university.

> *Academic librarians are protectors of intellectuality lifespan and strive for knowledge's sustainability. We have been fighting for several years to get extra budget and at the same time to restore the funding that was cut from the library beginning in 2009.* (CSA, Q3, B2, Academic Librarian A).

For CASE B, the informants argued that the top management in the library should implement lean management method in managing innovation efforts. It is time for the library to break the traditional values of obedience and bureaucracy by implementing lean start up process management because it provides a systematic the process of innovation and assessing the success or failure of an innovation. This method creates a space for innovation in an established organization. Managing innovation through highly structured processes of the lean startup method can reduce uncertainty, fear and stress surrounding innovation. In explaining their part to gain extra financial resources, the informants mentioned that the library do not wait for the budget or expenses as scheduled by the parent organization but librarians need to make an effort such as applying for grants, lobbying and campaigning by using their public relations and communication skills to convince the management. At the same time, in library strategic planning, they claimed that the top management should include specific budget for innovation projects which is excluded from other expenses.

> To minimize the budget constraint, the informants revealed that have their own endowment from fees, courses organized and space rental for books exhibitions. These were used to implement innovative projects for the benefits of users. However, they pointed out that incentives should be given to the librarians same as provided to the lecturers who engage into patenting and technology transfer. They explained that librarians who involve in research activities contribute to intellectual property and admitted that the IP (intellectual property) policies consider revenue sharing with inventors. The informants also stressed out those academic librarians should be also provided with additional incentives such as recognition in curricula (IP criteria for career and research evaluation) and awards or economic prizes.

Table 1 Synthesis findings of organizational climate' perceived by the academic librarians of CASE A and CASE B

DOMAINS	CASE A Academic Librarians' Perception	CASE B Academic Librarians' Perception
ORGANIZATIONAL CLIMATE	The variables that influenced organizational climates for the implementation of entrepreneurial skills and innovative behaviors consisting of *research focus center, greater graduate education, more funding,workgroup and team composition; rewards, recognition, performance measurement; resource.*	
Environmental		
Research Focus Centre / Greater Graduate Education / More Funding Options	- Phenomenon of external factor regardless encouraging or challenging motivate their innovativeness behavior. - The most relevant external factor is parent organization granted as RU	- Entrepreneurial university granted by the parent organizations is a fuel to innovation setting - Preparing administrative processes of educational environment for growing entrepreneurial universities, by establishing investigation and development centers
Work Group and Team		
Composition	- Team work might affect or mold entrepreneurial skills leading to innovative behavior which is based on commitment to achieve the end result. - They believed that through team work the tasks become more structured, effective and effective through culture of respect.	- The librarians are made up of majority Malay and Muslim by religion. The informants view this as lack of demographic diversity in the team membership for innovative activities which they perceived with some good and bad impacts.
Rewards, Recognition and Performance Measurement	- Tradition of rewarding staff is based on a formal annual compulsory assessment process required by the Malaysian Service Department. - All the informants agreed that in their work place assessment exercise become a bureaucratic obstacle to innovation. - Unhappy and expressed concerns about their organizational that might represent obstacles to innovation.	- Dissatisfaction over awards and assessment and favoritism and incentives over innovation. Current practices prevent them from giving ideas to initiate innovation.
Resources	- Financial resources were perceived as having an impact on their innovative behavior, but they believed that reduction in budget is notable for resulting in innovative solutions in the library.	The library endowment fees from courses organized and space rental for books exhibition.

5. IMPLICATION AND RECOMMENDATION

The data from CASE A and CASE B revealed one similar extra significant domain of organizational climate that motivated them other than the domains and antecedents as discussed in literature review to practice their entrepreneurial competencies leading to innovative behavior. The extra significant elements of the organizational perceived by the informants are Research Focus Centre / Greater Graduate Education / More Funding Options.

The primary academic contribution of this study is the combination of existing theories and concepts underpinning the entrepreneurial competencies for the implementation of innovative behavior with other external factors which are local to the context and

environment in which they were tested among the academic librarians of the two Malaysian RUs'. To support the Malaysian government innovation agenda within the ETP strategic framework implementation are quite complicated and complex and the academic librarians require knowledge and skill on entrepreneurial and innovation. They have to have an understanding of what and how the knowledge and skill on entrepreneurial and innovation should be implemented within the different context and environment.

According to Leong and Anderson (2012) many professionals who are not familiar with the complexities of entrepreneurship and innovative behavior remain baffled as to why great ideas are not routinely implemented, and quickly achieve a high level of acceptance from the targeted user community. Ndubisi and Iftikhar (2012) asserted that researchers have frequently studied entrepreneurship related to innovative behavior by concentrating on a single dimension, such as organization complexity or size. In addition, much of the literature especially in the Malaysian context has focused on the for-profit business sector, leaving many questions for the academic institutions such as the academic libraries that require further research. This study goes beyond the organizational context and size but also focusing on other dimensions such as the influence of the larger policy context where the librarians worked.

The perceptions of the academic libraries in this study were very much shaped by the influenced of external factors such as the larger policy context of the Malaysian government through the Ministry of Higher Education. The findings of this study fit DiMaggio and Powell (1983) theory of isomorphism, who contended that the engine of bureaucratization had moved from the competitive marketplace to the state, and the professions. Dimaggio and Powell found that institutions were becoming more homogenous, and that organizational changes seemed less driven by the need for efficiency. Their theory proposed that there are three isomorphic mechanisms which force one institution to resemble another. According to the theory, these three mechanisms are *coercive,* resulting from both formal and informal pressures exerted on organizations upon which they are dependent*; mimetic*, resulting from standard responses to uncertainty; and *normative*, a force associated with professionalism.

In the context of the Malaysian RUs academic libraries, coercive force is the strongest force that emanate from the Ministry of Higher Education, and the associated political and budget control perceived by those involved in this study drove them to be innovative. When CASE A and CASE B faced uncertainty such as that by the budget cuts and technological advances, a mimetic force suggested by DiMaggio and Powell (1983) caused imitation where the two libraries developed or initiated products that appear similar which also appear to be successful in other institutions. According to Dimaggio and Powell the mimetic behaviour being practiced in CASE A and CASE B produced viable solutions in a short time with minimal cost and effort. Professionalism suggested by DiMaggio and Powell as a normative force

operating on an academic library also provides the librarians in this study with background knowledge and experience to be innovative even though they perceived as insufficient.

Another implication stems from our reframing of the issue of how to nurture and support the talent of academic librarians in creativity and innovative endeavors. Our findings suggest that key performance indicators (KPIs) that libraries use in measuring performance of their librarians should be altered and improved. Traditionally, the top management of libraries have faced it difficult to establish appropriate performance indicators and have tended to "measure the measurable" instead of concentrating on operational and financial data, which is focused on "inputs" such as monetary or number of staff and "outputs" such as number of resource catalogued or volume of information sources. It is recommended that the top management in the libraries change their focus from inputs and outputs to outcomes and impacts. Neither the quantity of library usage nor the quality of library services provides evidence of the impact that libraries have on their users, which is why we need to focus on the outcomes of library usage in order to discuss impact and value. Outcomes will differ depending on the type of library. For academic libraries, the missions are clearly to support and deliver to educational and research impact. However, academic libraries might proudly report the number of students who attended information skills sessions in an academic year or how many books were issued or how many electronic articles were downloaded. These types of statistics, without any reference to an outcome, are simply measures of usage or busyness and they do not measure the library's performance and are not KPIs. Another trap that librarians often fall into is badging "satisfaction measures" as KPIs. It is a normal case for academic library report the high percentage of their patrons were satisfied with their information skills session. Again, this is not a measure of performance, although it does go some way to checking and assuring the quality of the service and this too is important in the pursuit of excellence and continual improvement. This all needs to be measured while simultaneously measuring how well the library achieves its strategic objectives for its intended outcomes. In short, by focusing and managing academic library objectives', will allow them to achieve its desired outcomes and those of its users. Library stakeholders and customers also expect to receive high-quality service, and libraries now exist in a culture of striving to achieve excellence and deliver continual high-service performance. According to Holmes and Parsons (2016), "service excellence is not necessarily achieved using traditional quality assurance processes but that it is more likely to be attained through strategic planning processes aligned with key performance indicators that provide accountability".

The findings of this study also contribute to the latest addition of literature in the field of librarianship and entrepreneurship and innovative behavior. The findings may be tested in a different context and environment and opens up opportunities for future research to explore

these findings to be compared to the various existing theories and philosophical concepts of entrepreneurial and innovative behavior to develop new theories and concepts.

Conclusively, the librarians of CASE A and CASE B perspectives and the supporting literature as in the organizational climate is in this study clearly suggests led them to engage to innovative work behavior. However, the data revealed that the librarians were dissatisfied over awards and assessment and favoritism and incentives over innovation. They perceived current practices have prevented them from giving ideas to initiate innovation. Strong values which are significant in organizational climate will contribute greatly to service innovativeness capacity in academic libraries.

Limitations of the study and issues for future research are recapitulated as follows:

i. The impact of organizational climate in RUs need further investigation and detail scrutiny. Much data for this study came from the librarians and very little was obtained from the community policy. Since this study points out the importance of organizational climate and innovative behaviors in the public sectors from the perspective of the government innovative agenda, it would be interesting to gather data from the policy makers and find out what their perspectives and expectations with regards to organizational climate and innovative behavior in the public sectors.

- All the academic librarians in the two cases involved in this study are attached to RUs'. Since

they are working in such a demanding environment to support their parent organization in achieving the world ranking assessment, their internal factors and the way they perceive and respond to the policy directives may be different from other librarians in some ways. Therefore, it would be enlightening to study those librarians from public teaching universities or private universities to know whether there are other internal and external factors which influence librarians in different settings.

iii. The lack of preparation in developing librarians on knowledge and skills on entrepreneurial and innovations seem to be another issue in both cases. So both librarians' work in creating some kind of innovative products and the supportive organizational climate at the libraries were very much constrained by the external influences. Thus, there is a need to study their pattern of entrepreneurial and innovative practices in which they engaged too seem to be the interaction of the librarians' personal beliefs, knowledge, and the influence of the larger policy context on their perspectives as suggested by the various concepts in the literature.

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