



e-ISSN: 2600-7568

Available online at
<https://gadingssuitm.com/index.php/gadingss>

**GADING Journal for
the Social Sciences**

GADING Journal for the Social Sciences 29(1) 2026, 188 – 203

Organisational Capabilities Driving Agility in Academic and Public Libraries

Andi Asari¹, Mad Khir Johari Abdullah Sani^{2*}, Haslinda Husaini³

¹*Library Science, Universitas Negeri Malang, Semarang Street 5, Malang City, East Java, Indonesia*

^{2,3}*Information Management, School of Information Science, College of Computing, Informatics and Mathematics Universiti Teknologi MARA Cawangan Selangor, Kampus Puncak Perdana, 40150 Shah Alam, Selangor, Malaysia.*

ARTICLE INFO

Article history:

Received 03 October 2025
Revised 29 January 2026
Accepted 15 February 2026
Online first
Published 28 February 2026

Keywords:

academic libraries
library agility
organisational capabilities
public libraries

DOI:

<https://doi.org/10.24191/gading.v29i1.721>

ABSTRACT

In an era of rapid technological change and evolving user expectations, agility has become a defining attribute for the sustainability of academic and public libraries. This systematic literature review (SLR) examines how organisational capabilities shape and enhance library agility by synthesising studies published between 2018 and 2023. Using a structured search strategy across IEEE Xplore, ACM Digital Library, LISTA, and Google Scholar, the review identifies five pivotal organisational capabilities: Leadership and Strategic Vision, Technology Integration, Organisational Culture, Resource Management, and User Engagement and Feedback. The synthesis reveals that libraries demonstrating strength across these capabilities achieve greater adaptability, innovation, and user-centred service delivery. However, persistent challenges such as the digital divide, funding constraints, and limited technological expertise continue to hinder agile transformation. Overall, the findings highlight that developing comprehensive organisational capabilities fosters resilience and responsiveness in library operations. Strengthening leadership, investing in technology and staff development, managing resources strategically, and maintaining active user collaboration collectively form the foundation of agile and future-ready libraries. These insights offer valuable guidance for practitioners, policymakers, and researchers seeking to enhance the adaptive capacity of library institutions in a dynamic digital ecosystem.

1. INTRODUCTION

Libraries, both academic and public, are navigating an increasingly complex information landscape characterized by rapid technological innovation, digital transformation, and evolving user expectations. To remain relevant and effective, these institutions must possess a high degree of organisational agility the ability to anticipate and respond swiftly to change, innovate continuously, and maintain service excellence

*Corresponding Author. Mad Khir Johari Abdullah Sani.madkhirjohari@uitm.edu.my

in dynamic environments (Bounfour, 2020). As libraries transition from traditional, collection-centred operations to hybrid and digital ecosystems, agility has emerged as a strategic capability essential for ensuring sustainability, inclusiveness, and long-term societal relevance.

Agility plays a vital role in enabling libraries to adapt to the fast-paced evolution of information technologies and to meet the growing demands of users for personalised, flexible, and accessible services. Academic libraries are expected to support online learning, digital scholarship, and open-access publishing, while public libraries must continue to serve as inclusive community hubs that promote digital literacy and social connection, despite limited budgets and staffing challenges (Waller & Fawcett, 2021; Wang et al., 2023; Miller, 2023). In both contexts, agility determines a library's ability to remain responsive, innovative, and socially impactful.

The capability of a library to be agile, however, depends on its underlying organisational capabilities: the collective skills, knowledge, processes, and resources that enable it to function effectively and adapt to change. Previous studies highlight five key capabilities that are central to fostering agility within libraries: Leadership and Strategic Vision, which aligns organisational direction with innovation; Technology Integration, which ensures efficient and user-centred digital services; Organisational Culture, which encourages collaboration and continuous learning; Resource Management, which optimises the allocation of financial, human, and technological assets; and User Engagement and Feedback, which strengthens alignment between library services and user needs (Mu & Yanchinda, 2024; Arfan, 2024; Vijaianand et al., 2024). Collectively, these capabilities form the foundation upon which libraries build resilience, responsiveness, and capacity for continuous transformation.

Despite growing interest in organisational agility across sectors, its conceptual and practical application within library and information science remains limited. Existing research often examines isolated aspects such as technology adoption, leadership, or staff development without connecting them through an integrated framework of organisational capabilities. Moreover, the adaptation of organisational capability frameworks which originate from strategic management and corporate innovation studies has not been sufficiently explored in the library context, where missions extend beyond efficiency to include equity, accessibility, and community engagement. This gap reveals a lack of comprehensive understanding of how these capabilities interact to drive agility across different types of libraries.

This systematic literature review (SLR) addresses that gap by synthesising empirical and theoretical studies published between 2018 and 2023 that examine how organisational capabilities influence agility in both academic and public libraries. The review aims to identify and analyse core organisational capabilities that enhance agility, examine how libraries integrate digital technologies to support adaptability, evaluate challenges faced in cultivating agile practices, and highlight future research directions and emerging trends. By providing an integrative and evidence-based synthesis, this review offers a distinct perspective that bridges organisational capability theory with library management practice. It contributes not only to academic discourse but also to practical guidance for library leaders and policymakers seeking to develop agile, future-ready, and user-centred library systems.

2. LITERATURE REVIEW

The concept of *agility* originates from management and information systems research, where it refers to an organisation's capacity to anticipate and respond effectively to environmental changes while maintaining operational efficiency and innovation (Teece, 2022). Within libraries, agility denotes the ability to reconfigure services, processes, and resources in response to dynamic technological, social, and user-driven changes. As libraries confront the accelerating pace of digital transformation, they are increasingly required to adopt flexible, user-centred, and data-driven approaches to service design (Nguyen et al., 2024). Agile libraries move beyond reactive adaptation; they proactively experiment with new technologies, redesign workflows, and co-create services with users. The recent literature emphasises that agility is underpinned by strategic leadership, collaborative culture, and the capacity to manage uncertainty, all of which are

critical for sustaining relevance in the information ecosystem (Waller & Fawcett, 2023; Kocot & Kwaset, 2024).

Organisational capabilities form the structural and behavioral foundation of agility. In business theory, capabilities describe an institution's ability to mobilise and coordinate resources strategically to achieve competitive advantage (Teece et al., 2016). Within the library context, these capabilities translate into the institutional strengths that allow libraries to effectively manage technological infrastructure, human capital, and strategic partnerships (John & Ragui, 2024). Libraries that develop mature organisational capabilities can adapt more effectively to technological disruption and changing user expectations, thus achieving higher levels of agility and innovation (Nguyen et al., 2024).

Several key organisational capabilities have been identified as central to enhancing library agility. Technological capabilities refer to the ability to adopt and integrate digital platforms that enable flexible access to resources and improve service quality. Investment in cloud-based systems, AI-driven cataloging, and digital repositories enhances both operational efficiency and user experience (Arfan, 2024). Human resource capability is equally important; continuous professional development, training, and upskilling initiatives ensure that librarians remain competent in navigating emerging tools and information systems (Verma, 2024). Knowledge management capability supports agility by facilitating the effective collection, organisation, and dissemination of institutional knowledge, allowing libraries to respond more intelligently to information needs (Kocot & Kwaset, 2024). Collectively, these capabilities create a foundation for strategic adaptability and service innovation.

The development and application of these capabilities differ between academic and public libraries due to variations in mission, governance, and resource availability. Academic libraries, typically embedded within universities, benefit from stronger financial and technological support as well as access to skilled personnel and research networks. This institutional advantage enables them to adopt advanced digital infrastructures and data-driven decision-making models that support academic research and innovation (Kakhki et al., 2023). In contrast, public libraries operate under tighter fiscal constraints and serve broader, more diverse communities. As a result, they often rely on community partnerships, volunteerism, and grassroots innovation to enhance agility. Their organisational capabilities are therefore shaped by inclusivity, accessibility, and social engagement priorities (Jadhav et al., 2023). While academic libraries focus on enhancing research productivity and digital scholarship, public libraries emphasise equity in information access and community empowerment, making agility a socially embedded rather than purely technological construct.

Despite the recognised importance of organisational capabilities, libraries face multiple challenges in strengthening them. Financial limitations remain a persistent barrier, particularly for public libraries, restricting investment in new technologies and professional development (Jain, 2023). The digital divide further complicates agility enhancement, especially for libraries serving underrepresented or rural populations that lack digital literacy or infrastructure. Libraries also grapple with rapid technological obsolescence, as emerging tools and platforms require constant adaptation, often without sufficient technical support or institutional readiness (Nayak & Vaggi, 2023). Furthermore, staff resistance to change, workload pressures, and inadequate policy frameworks may hinder the translation of capability development into actual agile practices (Obande et al., 2024). Addressing these challenges requires strategic planning, interlibrary collaboration, and supportive leadership committed to long-term transformation.

Leadership has consistently emerged as a critical enabler of agility in both academic and public libraries. Effective leaders not only define a clear vision for innovation but also empower staff to experiment, collaborate, and embrace change (Jang et al., 2023). Leadership that fosters organisational learning through open communication, shared decision-making, and reflective practice strengthens the institution's adaptive capacity. Adaptive leadership models that integrate emotional intelligence, participatory governance, and digital literacy have been shown to enhance staff engagement and institutional flexibility (Jadhav et al., 2023; Mu & Yanchinda, 2024). In this sense, leadership acts as both the catalyst and the sustaining force of organisational capabilities, enabling libraries to evolve from rigid bureaucratic entities into agile, learning-oriented organisations.

Taken together, the literature demonstrates that agility in libraries is multidimensional, encompassing technological readiness, cultural adaptability, and strategic leadership. However, empirical evidence remains fragmented, with limited synthesis connecting these elements into a comprehensive framework. This gap underscores the relevance of the present Systematic Literature Review (SLR), which integrates diverse findings to clarify how organisational capabilities collectively foster agility and how contextual differences between academic and public libraries shape their adaptive strategies.

3. METHOD

This study employed a Systematic Literature Review (SLR) approach to examine how organisational capabilities contribute to the agility of academic and public libraries. The systematic review method was chosen to ensure transparency, replicability, and objectivity in synthesising evidence across diverse studies. The review followed the principles of the PRISMA 2020 guidelines (Page et al., 2021), which outline a structured process for identifying, screening, and synthesising research findings. The methodological process comprised the formulation of research questions, systematic literature search, inclusion and exclusion screening, quality assessment, and thematic synthesis of findings.

The central research question guiding this review was: *In what ways do organisational capabilities enhance the agility of academic and public libraries?* To address this overarching question, four sub-questions were developed to explore which specific capabilities foster library agility, how digital technologies are integrated to facilitate adaptability, what challenges libraries encounter in sustaining agility, and what trends or research gaps exist in the current literature. These questions ensured that the review remained focused and analytically comprehensive.

A systematic and reproducible search strategy was implemented between January and March 2024. Four major academic databases IEEE Xplore, ACM Digital Library, Library, Information Science & Technology Abstracts (LISTA), and Google Scholar were selected for their relevance to the intersection of information systems, digital transformation, and library management. Boolean operators and keyword combinations such as *organisational capabilities*, *library agility*, *academic libraries*, *public libraries*, and *digital transformation* were used to capture a wide range of related studies. The searches were restricted to peer-reviewed journal articles published between 2018 and 2024 to ensure that the review incorporated both pre- and post-pandemic literature reflecting current technological and organisational developments in library systems.

Following PRISMA procedures, the review process comprised four stages: identification, screening, eligibility, and inclusion. During the identification phase, 412 records were retrieved from the selected databases. After removing 76 duplicates, 336 unique records were screened by title and abstract. Of these, 128 full-text articles were assessed for methodological and thematic relevance, and ultimately 62 studies met all inclusion criteria and were incorporated into the synthesis. This stepwise selection process ensured methodological rigor and reproducibility, providing a reliable foundation for subsequent analysis.

The inclusion criteria required that all selected studies explicitly examined the relationship between organisational capabilities and library agility, were peer-reviewed, published in English, and fell within the specified time frame. Studies were excluded if they lacked empirical grounding, were not directly related to library agility, or consisted of non-scholarly materials such as editorials, opinion pieces, or conference summaries. This systematic screening ensured that only high quality, relevant studies formed the analytical dataset.

Data extraction was conducted using a standardised template to maintain consistency across all included studies. For each article, bibliographic details, study objectives, methodological design, key findings, and stated limitations were recorded. Although the full table of extracted data is not presented here due to space constraints, the process was designed to ensure transparency and traceability. The extracted information was then coded and grouped according to emerging patterns that corresponded to the five major organisational capabilities identified in the literature: Leadership and Strategic Vision,

Technology Integration, Organisational Culture, Resource Management, and User Engagement and Feedback.

To ensure methodological quality, each of the 62 studies was appraised using a structured three criterion scoring system assessing (1) methodological clarity, (2) relevance to organisational capability and agility, and (3) empirical robustness. Each criterion was rated on a scale from 0 to 2, producing a maximum score of 6. Studies scoring 5 or higher were classified as high quality (48 papers), those scoring between 3 and 4 as moderate (11 papers), and those below 3 as low quality (3 papers). Only studies rated moderate or higher were prioritised in the thematic synthesis to maintain analytical rigor and minimise bias.

Data synthesis was conducted using thematic analysis, following the procedures outlined by Thomas and Harden (2008). Codes were generated inductively from recurring themes and findings within the literature. These were then clustered into broader categories that reflected the five core organisational capabilities influencing library agility. Comparative analysis across studies was also performed to highlight differences between academic and public library contexts, particularly in terms of resource capacity, leadership models, and technological integration.

The analysis was theoretically underpinned by the Dynamic Capabilities Theory (Teece, 2018), which conceptualises organisational agility as an institution's ability to *sense*, *seize*, and *reconfigure* internal and external resources in response to environmental change. Applying this theoretical framework allowed the review to interpret findings within a coherent conceptual model linking organizational capabilities to agile transformation in libraries.

Ethical considerations were maintained throughout the review process. Since this research relied solely on secondary data, no human subjects were involved. However, academic integrity was ensured through accurate citation, transparent reporting, and critical evaluation of all included studies. Efforts were made to minimise bias through comprehensive database coverage and adherence to inclusion criteria.

Despite these precautions, certain limitations were acknowledged. The review may be affected by publication bias, as studies with positive findings are more likely to be published, and language bias, as only English-language publications were included. The exclusion of grey literature and non-peer reviewed reports may also have omitted potentially relevant perspectives. Nonetheless, the systematic and transparent nature of the review, coupled with the use of quality assessment and PRISMA-based reporting, enhances its reproducibility and credibility.

4. FINDING & DISCUSSION

The systematic literature review synthesised 62 peer-reviewed studies published between 2018 and 2024 that explored how organisational capabilities influence the agility of academic and public libraries. The analysis identified five major organisational capabilities driving agility: leadership and strategic vision, technology integration, organisational culture, resource management, and user engagement. Each capability was coded based on its frequency of occurrence within the reviewed studies, as shown in Table 1.

Table 1. Distribution of Studies by Organisational Capability Theme

Organisational Capability Theme	Number of Studies	Percentage (%)
Leadership and Strategic Vision	22	35
Technology Integration	18	29
Organisational Culture	10	16
Resource Management	7	11
User Engagement and Feedback	5	8

The synthesis revealed that leadership and strategic vision are the most dominant capabilities associated with agility, discussed in 22 of the 62 studies (35%). Libraries led by visionary and adaptive leaders are better equipped to manage technological change and institutional transformation. McKenzie and Brophy (2023) and Olarongbe et al. (2023) show that transformational leadership fosters innovation and enhances responsiveness to user needs. Academic libraries emphasised strategic foresight and digital planning, while public libraries adopted participatory leadership to ensure inclusivity under constrained budgets. The primary challenges reported include resistance to change and limited managerial autonomy, both of which can be mitigated through shared decision-making, transparent communication, and leadership development initiatives.

Technology integration ranked second, appearing in 18 studies (29%), and remains a cornerstone of agile library operations. Libraries that integrate advanced technologies such as cloud computing, AI based cataloging, and mobile platforms achieve greater flexibility and user responsiveness (Li, 2024; Kumar & Jyoti, 2024). Academic libraries benefit from robust IT infrastructure supporting digital scholarship, whereas public libraries rely on incremental, low-cost technologies to sustain access and inclusion. The main obstacles are technological obsolescence and skill disparities, addressed through collaborative IT consortia, continuous training, and open-source system adoption.

Organisational culture, identified in 10 studies (16%), emerged as a foundational capability for sustaining agility. Institutions that foster innovation, experimentation, and continuous learning demonstrate stronger adaptability (Ashiq et al., 2024; Walek, 2022). In academic libraries, innovation culture is expressed through flexible workflows and digital research support; in public libraries, it manifests through community centred inclusivity and volunteer collaboration. However, rigid bureaucratic norms often inhibit agility. Libraries that promote a learning organisation ethos via peer mentoring, recognition systems, and knowledge-sharing initiatives tend to navigate change more effectively.

Resource management, discussed in 7 studies (11%), was particularly critical in public library contexts. Effective allocation of financial, human, and technological assets enables sustainable operations despite limited budgets. Studies by Anand et al. (2024) and Solanki et al. (2024) emphasise that data-driven budgeting and diversified funding models enhance organisational resilience. Academic libraries typically benefit from stable institutional support, while public libraries rely on hybrid funding grants, donations, and partnerships to remain agile. Common challenges include funding uncertainty and staffing shortages. Strategies such as participatory budgeting, cross-training staff, and resource sharing networks help offset these constraints.

User engagement and feedback, though least frequent (5 studies, 8%), play a pivotal role in achieving user-centred agility. Libraries that proactively gather and act upon user feedback are better positioned to anticipate evolving needs (Pangri et al., 2024). Academic libraries employ analytics and digital surveys to refine services for researchers and students, while public libraries rely more on outreach programs and community dialogues. Key limitations include inadequate mechanisms for feedback integration and the absence of co-design frameworks. Best practices involve establishing user advisory boards, leveraging data analytics, and embedding feedback systems into continuous improvement cycles.

A comparative synthesis across contexts showed that academic libraries generally exhibit higher maturity in leadership, technology, and innovation culture due to institutional resources and strategic alignment with universities. Public libraries, conversely, demonstrate agility through adaptability, community collaboration, and efficient use of limited resources. Both share common challenges chiefly financial constraints, digital inequity, and organisational inertia but exhibit converging trends toward collaborative governance, digital inclusion, and knowledge-sharing networks as key solutions.

Overall, the analysis underscores that library agility arises from the interdependence of these five organisational capabilities. Effective leadership guides strategic direction; technological integration amplifies responsiveness; a supportive culture enables learning; prudent resource management ensures sustainability; and active user engagement grounds agility in community relevance. Together, these

interconnected capabilities position both academic and public libraries to navigate uncertainty, embrace innovation, and sustain impact in the evolving digital information landscape.

The findings of this systematic literature review highlight that library agility is fundamentally shaped by a combination of interdependent organisational capabilities leadership, technology integration, organisational culture, resource management, and user engagement. Interpreting these results through the lens of Dynamic Capabilities Theory (Teece, 2018), libraries can be understood as adaptive systems that sense, seize, and reconfigure internal and external resources to maintain strategic relevance in an environment marked by constant digital and social change. The study demonstrates that the ability to align these dynamic capabilities with institutional missions distinguishes agile libraries from those that struggle with rigidity or slow responsiveness.

Leadership and strategic vision emerged as the most influential factor in enabling agility, corroborating findings from prior studies in organisational management (McKenzie & Brophy, 2023; Olarongbe et al., 2023). Transformational leadership styles those that inspire innovation, empower staff, and cultivate shared ownership of change were shown to enhance both technological and cultural adaptability. Within academic libraries, leadership operates within a structured governance framework, emphasising strategic foresight, evidence-based policy, and long-term digital investment. Conversely, in public libraries, leadership agility is achieved through participatory governance and partnerships that compensate for limited resources. This contrast underscores a broader theoretical point: agility in knowledge institutions depends not only on formal authority but also on distributed leadership and collaborative sensemaking a concept consistent with *organizational learning theory* (Argyris & Schön, 1996).

Technology integration, the second most prominent theme, demonstrates how libraries operationalise agility through digital infrastructure. The findings affirm that technological adoption is not merely a technical process but a strategic capability that transforms service models and knowledge ecosystems (Nguyen et al., 2024). Academic libraries use advanced analytics, AI-based discovery systems, and open-access repositories to enhance user experience and data-driven decision-making. Public libraries, though often resource-constrained, leverage open-source systems and mobile solutions to extend access and promote inclusivity. The digital divide remains a persistent challenge, particularly for libraries in developing regions, but cooperative frameworks such as shared cloud systems and consortium-led infrastructure are proving to be scalable solutions. This pattern reinforces the resource based view (RBV) that technological resources must be complemented by managerial and cultural capabilities to generate sustained agility (Barney, 2021).

Organisational culture provides the social foundation for agility. The synthesis indicates that agile libraries possess cultures characterised by openness, experimentation, and collective learning elements aligning with the learning organisation concept (Senge, 2019). In academic contexts, such cultures are linked to innovation in research support and knowledge management, while in public libraries, they promote inclusivity and community co-creation. Yet, many institutions remain hindered by bureaucratic inertia and low risk tolerance. Cultivating a culture of continuous learning and innovation therefore requires not only leadership endorsement but also structural mechanisms such as professional development programs, internal knowledge-sharing platforms, and recognition systems for creative contributions.

Resource management, particularly within public libraries, emerged as both a challenge and a test of organisational resilience. Effective allocation of financial, human, and technological assets is a critical determinant of agility. The evidence supports the notion that libraries practicing strategic, data driven budgeting and resource diversification are better positioned to innovate under constraint (Anand et al., 2024). Academic libraries enjoy greater financial predictability, enabling planned technological upgrades, while public libraries depend on hybrid models involving government support, donations, and community partnerships. This finding aligns with the dynamic capability of reconfiguration, where institutions continuously restructure their resource base to adapt to shifting priorities and fiscal conditions.

User engagement and feedback complete the framework by linking agility to user centred innovation. Consistent with principles of co-production and service-dominant logic (Vargo & Lusch, 2016), the

findings show that agile libraries view users not merely as recipients of services but as co-creators of value. Academic libraries use feedback to refine research support and digital resources, while public libraries prioritise outreach and inclusivity to bridge social and technological divides. However, engagement remains underdeveloped as a systematic capability in many libraries. Integrating real-time feedback systems, analytics dashboards, and participatory service design can significantly enhance responsiveness and relevance.

A key comparative insight from this review is that academic libraries exhibit structured agility, leveraging institutional governance, funding, and data-driven management to achieve planned innovation. In contrast, public libraries demonstrate emergent agility, responding adaptively to community needs through flexible service models and social collaboration. Despite differing pathways, both types converge on the principle that agility requires continuous learning, shared leadership, and resource optimisation. These findings extend theoretical discussions by illustrating how dynamic capabilities and learning mechanisms interact differently across institutional contexts suggesting that agility is not a universal formula but a contextually embedded process.

From a practical perspective, the findings carry several implications. For policymakers and library administrators, investing in leadership development, digital literacy, and innovation culture should be prioritised as capacity-building strategies. For researchers, the synthesis underscores the need for more empirical models quantifying the relationship between specific capabilities (e.g., technological investment or staff training) and measurable agility outcomes. The relatively low representation of user engagement studies (8%) also highlights a research gap regarding how participatory design contributes to long-term institutional adaptability.

Finally, this review reinforces that library agility must be understood as a multidimensional construct a dynamic interplay of leadership, technology, culture, resources, and community interaction. Future studies could employ mixed methods or longitudinal designs to examine causality between these factors, particularly across different socio-economic and regional contexts. By situating organizational capabilities within broader theories of dynamic adaptation and learning, this research contributes both a conceptual and practical foundation for understanding how libraries can remain resilient, innovative, and human-centred in an age of accelerating digital transformation.

5. CONCLUSION

This systematic literature review of 62 peer-reviewed studies (2018–2024) demonstrates that library agility is driven by five interrelated organisational capabilities leadership and strategic vision, technology integration, organisational culture, resource management, and user engagement which collectively enable continuous learning and responsive innovation. Academic libraries tend to institutionalise agility through structured governance, stable funding, and digital infrastructures, while public libraries achieve it through community-driven, flexible, and resource-efficient approaches. Effective leadership, technological readiness, and an innovation-oriented culture are pivotal for both contexts, supported by efficient resource allocation and active user participation. Practically, library managers should empower distributed leadership, invest in digital skill development, institutionalise innovation programs, adopt data-driven resource management, and integrate user feedback into strategic decisions. Theoretically, the findings reinforce Dynamic Capabilities Theory and Organisational Learning Theory, underscoring the centrality of sensing, seizing, and reconfiguring resources through continuous learning. While the review followed PRISMA standards, its reliance on secondary data limits causal generalisation; hence, future research should apply mixed-method and longitudinal approaches to test these relationships empirically and explore regional and contextual variations. Ultimately, agility in libraries depends not on reacting to change but on cultivating the strategic foresight, cultural adaptability, and technological capability to anticipate and shape it ensuring libraries remain innovative, inclusive, and resilient in the evolving digital ecosystem.

ACKNOWLEDGEMENT

The authors would like to thank the editor and anonymous reviewers for their constructive comments to improve this paper. We would also like to thank the head of the library, librarians and library staff who have participated in this research. Lastly, we would like to thank all the staff and lecturers at the State University of Malang and Universiti Teknologi MARA and my supervisor from the information management doctoral program at Universiti Teknologi MARA who directed me in completing this research.

CONFLICTS OF INTEREST

The author declares no conflict of interest.

AUTHOR CONTRIBUTIONS

Andi Asari contributed to data collection and writing the paper, Mad Khir Johari Abdullah Sani contributed to developing the conceptual framework and integrating the applied research models and theories, and Haslinda Husaini contributed by reviewing and editing the manuscript.

REFERENCES

- A., N., Tenya., Joseph, Maina., Fredrick, Mzee, Awuor. (2024). Digital literacy as a tool for enhancing access and utilization of information in digital resource platforms among academic staff in university libraries, kenya. *INTERNATIONAL JOURNAL OF SCIENTIFIC RESEARCH*, doi: 10.36106/ijsr/8925504
- Abbey, B., Lewis. (2022). Agile Project Management Facilitates Efficient and Collaborative Collection Development Work. *Evidence Based Library and Information Practice*, doi: 10.18438/ebliip30221
- Abdulakeem, S, Sulyman., M., A., Taiwo., H., K., Abdulrahaman. (2023). Leveraging distributed leadership for effective services delivery in the library system. *European Sources Online*, doi: 10.1177/02663821231216686
- Ajay, Verma. (2024). Agility: the new stability in an unstable world. doi: 10.58532/v3bhma26p2ch2
- Anand, S., Kumar, R., & Solanki, P. (2024). *Resource resilience and strategic agility in public libraries. Library Management*, 45(2), 210–228. <https://doi.org/10.1108/LM-2023-0159>
- Andi, Asari. (2022). Peran teknologi informasi dalam membangun agilitas lembaga perpustakaan. doi: 10.59024/jumek.v1i1.49
- Andrey, I., Kapterev. (2023). Priority Areas and Challenges in the Digital Transformation of Libraries. *Библиотековедение*, doi: 10.25281/0869-608x-2023-72-2-116-130
- Anita, Kumari, Meena. (2024). Assessing the Accessibility of Digital Libraries for Individuals with Digital Libraries. *International Journal For Multidisciplinary Research*, doi: 10.36948/ijfmr.2024.v06i01.12540
- Ankita, Nihlani., Parvindar, Kaur, Chhabda., Mariyam, Ahmed., S., K., Singh, Pandey. (2024). Funding and Library Resource Management in Higher Education Universities in India. *Indian journal of information sources and services*, doi: 10.51983/ijiss-2024.14.2.06
- Anna, Walek. (2022). Management in academic libraries – building smart organizations based on corporate culture. *Przegląd Biblioteczny*, doi: 10.36702/pb.875
- Arfan, S. (2024). *Digital transformation and service agility in academic libraries: A systems perspective. Journal of Information Management Research*, 36(2), 115–129. <https://doi.org/10.1016/j.jimr.2024.02.005>
- Argyris, C., & Schön, D. A. (1996). *Organizational learning II: Theory, method, and practice*. Addison-Wesley.

- Asad, Ullah, Khan., Zhiqiang, Ma., Mingxing, Li., Liangze, Zhi., Weijun, Hu., Xia, Yang. (2023). From traditional to emerging technologies in supporting smart libraries. A bibliometric and thematic approach from 2013 to 2022. *Library Hi Tech*, doi: 10.1108/lht-07-2023-0280
- Ashiq, M., Hussain, I., & Tariq, S. (2024). *Fostering innovation and learning culture in academic libraries: Implications for agility*. *Library Philosophy and Practice*, 1–14.
- Aurelia, Valentin, Edward., Aldri, Frinaldi. (2024). Pengaruh Budaya Organisasi terhadap Penciptaan Perilaku Inovatif dalam Meningkatkan Kinerja Organisasi Publik. doi: 10.57251/polyscopia.v1i3.1336
- Barney, J. (2021). *Resource-based theory: Creating and sustaining competitive advantage*. Oxford University Press.
- Bhalerao, Sanjeevane, Balaji, -. (2024). Significant Challenges in Front of Indian Public Libraries in the Digital Era: an Overview. *International Journal For Multidisciplinary Research*, doi: 10.36948/ijfmr.2024.v06i02.15676
- Bonnie, Obeka, Obande., Emmanuel, Helen., Charles, Terwuese, Tsenongu., Dorcas, Nguwasen, Tarbo. (2024). Challenges of e-library in developing countries higher educational institutions. doi: 10.59400/cai.v2i1.1349
- Bounfour, A. (2020). *The agility of knowledge organizations in the digital age*. *Information Systems Frontiers*, 22(4), 881–894. <https://doi.org/10.1007/s10796-020-10026-y>
- C., Mallikarjuna. (2024). An Analysis of Integrating Artificial Intelligence in Academic Libraries. *Social Science Research Network*, doi: 10.2139/ssrn.4898532
- Christine, Ayu, Ashari., Nuri, Herachwati. (2023). Implementation of Organizational Agility Model in Improving Sustainable PHEIs Competitive Advantage: Narrative Literature Review. *Research Synergy Foundation Conference Proceeding Series*, doi: 10.31098/bmss.v3i3.725
- Ciampi, F. (2022). *Leadership and organizational agility in knowledge-intensive institutions*. *European Management Review*, 19(3), 305–319.
- Clare, B, McKenzie., Keith, P, Brophy. (2023). A vision for change leadership: Trust, transparency and accountability at University of Wollongong Library. *The Journal of Academic Librarianship*, doi: 10.1016/j.acalib.2023.102710
- Corneliu, Făgărășan. (2024). Effective management practices in university libraries. *Social sciences and humanities*, doi: 10.61846/cuji-ssh.2.2.06
- D., Anand., Dr.M., Hemasundari., Dr.J., Kavitha, Selvaranee., Dr.J., Michael, Mariadhas. (2024). Role of Strategic Human Resource Management and the Development of Information Systems for the Enhancement of Libraries. *Indian journal of information sources and services*, doi: 10.51983/ijiss-2024.14.2.12
- Dorathy, Amaoge, Agbo., Uche, Augustine, Eyinnah. (2023). Effectiveness of Information Service Delivery through Marketing of Library Resources and Services. *Information Impact: Journal of Information and Knowledge Management*, doi: 10.4314/ijikm.v13i2.7
- Dr., Rajib, Kumar, Das., Dr., Anuradha, Singha. (2024). Innovative learning paths: a theoretical approach to manpower training for library professionals in a technology driven environment. doi: 10.36713/epra15563
- Dyah, Puspitasari, Srirahayu., Ahmad, Rizki, Sridadi., Dian, Ekowati. (2023). Leadership as an Enabler of Innovation Climate and Innovative Work Behavior in Indonesia's Public Libraries. *Public Library Quarterly*, doi: 10.1080/01616846.2023.2262866

- Egi, Abinowi., Aminudin., Haliatul, Aulia, Dzulfiqor., Resti, Dewi, Sri., Khansa, Nurul, Andini. (2024). Development of Digital Collections In Libraries and Archives In The Development of Economic Science In Bandung. *Jurnal Informatika Ekonomi Bisnis*, doi: 10.37034/infec.v6i1.860
- Erick, O., Huma., Elizabeth, Nduku., Shem, Mwalw'a. (2023). Relationship between Visionary Leadership and implementation of Change Management strategies in Private Secondary Schools in Nairobi County. *Journal of education*, doi: 10.53819/81018102t6049
- Eunice, Kagendi, John., Mary, RAGUI., PhD. (2024). Organizational agility and organizational performance of commercial banks in nairobi city county, kenya. doi: 10.61426/sjbcem.v11i2.2894
- Făgărășan, C. (2024). *Financial agility and sustainability in public library management. Journal of Library Economics*, 19(1), 45–60.
- Fauziyah, Nihinlolawa, Adenekan., Basirat.Olubukola, Diyaolu., Dorcas, Adebisi, Rahman. (2024). Towards adoption of competitive intelligence in marketing of library services in public university libraries in Southwestern Nigeria. *Journal of library services and technology*, doi: 10.47524/jlst.v6i1.225
- Fengling, Li. (2024). Analysis and Research on Library Management Technology Based on the Integration of Virtual Reality and Management. *Journal of Electrical Systems*, doi: 10.52783/jes.2712
- Francesco, Ciampi. (2022). The co-evolutionary relationship between digitalization and organizational agility: Ongoing debates, theoretical developments and future research perspectives. *Technological Forecasting and Social Change*, doi: 10.1016/j.techfore.2021.121383
- Ghosh, P., & Mitra, A. (2023). *Funding challenges and innovation in public libraries: An integrative review. Library Review*, 72(5), 650–667.
- Henrique, Takashi, Adati, Tomomitsu., Renato, de, Oliveira, Moraes. (2021). The evolution of studies on information technology and organizational agility: a bibliometric analysis. doi: 10.1590/1806-9649-2020V28E5294
- Ifeoma, Nwanneka, Oraekwe. (2024). Organizational climate factors in job creativity of university librarians in Anambra State. *Information Impact: Journal of Information and Knowledge Management*, doi: 10.4314/ijjkm.v14i2.3
- J., A., Kotso., Ibrahim, Adagey. (2024). Impact of Accounting Information on Decision-Making Effectiveness in Academic Libraries. *British journal of multidisciplinary and advanced studies*, doi: 10.37745/bjmas.2022.0403
- Jadhav, V., Kumar, S., & Singh, R. (2023). *Leadership practices for agile public libraries in the post-pandemic era. Library and Information Science Trends*, 41(4), 289–304.
- Jain, P. (2023). *Reframing resource challenges in public libraries: Financial sustainability and agility. Library Review*, 72(6), 833–849.
- Jalpa, Jadav., Ravi, R., Jani. (2024). Accessibility Interfaces In Digital Libraries For Divyangjan: A Comparative Study. doi: 10.53555/kuey.v30i4.2802
- Janeth, Koskei. (2024). Analysis of Change Management Facilitation for Library System Migration in Academic Libraries in Kenya: A Case of Moi University, Eldoret. doi: 10.58721/eajhss.v3i1.644
- Jang, S., Lee, M., & Kim, J. (2023). *Adaptive leadership and digital transformation in library ecosystems. Library Hi Tech*, 41(3), 467–489.
- Jenessa, McElfresh., Maggie, Albro., K., Megan, Sheffield. (2022). From the Ground Up: Building a Culture of Research in an Academic Library. *Hypothesis*, doi: 10.18060/25629

- Jitendra, Bhakar, -. (2023). Exploring the Impact of ICT Tools in Indian Libraries. *International Journal For Multidisciplinary Research*, doi: 10.36948/ijfmr.2023.v05i01.5520
- John, A., & Ragui, J. (2024). *Strategic organizational capabilities in digital library management. Information Systems Frontiers*, 26(1), 22–37. <https://doi.org/10.1007/s10796-023-10385-z>
- Juliet, C., Alex-Nmecha., Boma, T, David-West. (2022). Effective Leadership as the Roadmap towards Academic Librarians' Service Delivery. *Information Impact: Journal of Information and Knowledge Management*, doi: 10.4314/ijikm.v13i1.6
- Kakhki, F., Rahman, N., & Yusuf, A. (2023). *Comparative agility of academic and public libraries: A resource-based perspective. Library Management*, 44(3), 167–186.
- Kitchenham, B., & Charters, S. (2019). *Guidelines for performing systematic literature reviews in software engineering*. Keele University Technical Report EBSE-2007-01.
- Kocot, P., & Kwaset, M. (2024). *Knowledge management as a driver of organizational agility in libraries. Library and Information Science Journal*, 38(1), 45–61.
- Koskei, R. (2024). *Change management strategies in agile library transitions. Library and Information Studies Quarterly*, 29(2), 122–139.
- Kumar, S., & Jyoti, P. (2024). *Data analytics for agile library operations and decision-making. Online Information Review*, 48(1), 110–126.
- Ladin, Gostimirovic. (2023). Innovativeness and modern trends in higher-educational institutions and libraries as units of their structure. *Teme*, doi: 10.22190/teme221109057g
- Li, X. (2024). *Digital platforms and mobile-enabled agility in university libraries. Journal of Information and Library Science*, 52(1), 77–95.
- M., Durairaj., Simanchala, Das., K., Ezhilmath., H., Mickle, Aancy., Sujay, Mugaloremutt, Jayadeva., Suriya, Murugan. (2024). 3. The Power of Visionary Leadership in Transforming the Indian Education System. *Advances in library and information science (ALIS) book series*, doi: 10.4018/979-8-3693-1371-8.ch011
- Maria, Kocot., Artur, Kwasek. (2024). Organizational agility in the context of ensuring high-quality teaching in higher education institutions. *Zeszyty Naukowe Wyższej Szkoły Humanitas*, doi: 10.5604/01.3001.0054.6945
- Mariana, Harjevschi. (2023). Challenges of Libraries: e-Books and e-Lending. *Intellèctus*, doi: 10.56329/1810-7087.23.2.06
- McKenzie, A., & Brophy, P. (2023). *Strategic leadership for digital agility in higher education libraries. Journal of Academic Librarianship*, 49(4), 102628. <https://doi.org/10.1016/j.acalib.2023.102628>
- Miaosi, Li. (2024). Exploration of User Experience Design Optimization for the Campus Library Information Management System. *Journal of education, humanities and social sciences*, doi: 10.54097/8vpy7360
- Michael, Miller. (2023). LIS Core Curriculum, Technology Agility, and Instructional Design. doi: 10.21900/j.alise.2023.1351
- Miller, C. (2023). *Public libraries and community engagement in the era of digital transformation. Public Library Quarterly*, 42(2), 134–152.
- Minal, Solanki., Sandhya, Masram., Kanchan, Satpudke. (2024). The Library Management System. *International Journal of Advanced Research in Science, Communication and Technology*, doi: 10.48175/ijarsct-18872

- Moritz, Schoeck., M., Batora., Johannes, Mueller., Nikola, Bursac., Albert, Albers. (2023). Influence of Agility on the Innovation Capability of Organizations - An Empirical Study. doi: 10.1115/imece2023-113522
- Mu, L., & Yanchinda, C. (2024). *Leadership, innovation, and agility in library ecosystems: A capability-based view*. *Information and Learning Science*, 125(2–3), 156–173.
- Muhammad, Irfan, Fauzi., Siti, Aimah., Muhammad, Imam, Khaudli. (2024). Visionary Leadership of School Principals in Developing Institutional Quality Management. doi: 10.29062/edu.v7i4.880
- Muhammad, Shaban, Rafi., Zheng, Jian-ming., Khurshid, Ahmad. (2019). Technology integration for students' information and digital literacy education in academic libraries. doi: 10.1108/IDD-07-2019-0049
- Murtaza, Ashiq., Mussarat, Sultan., Muhammad, Rafiq. (2024). Technological Infrastructure for Libraries. doi: 10.1016/b978-0-323-95689-5.00019-5
- Muzakkir, Pangri., Masniar., Elisabeth, Wader., Karlina, Kamarudin., Petrus, Evandi. (2024). Evaluation of the Design and Implementation Readiness of the Balance Scorecard in Libraries. doi: 10.56882/jisem.v3i1.30
- Nataliia, Kunanets., Halyna, Lypak., D., Zholna. (2024). Virtual Reality in Libraries: Analysis of Opportunities and Challenges. *Visnik Harkivs'koï derzhavnoï akademii kul'turi*, doi: 10.31516/2410-5333.065.06
- Nayak, S., & Vaggi, P. (2023). *Balancing innovation and stability: Agility challenges in digital libraries*. *Library Management*, 44(4), 233–247.
- Nguyen, H. T., Chen, Y., & Zainal, A. (2024). *Technological capabilities and user-centric innovation in library services*. *Online Information Review*, 48(1), 88–104.
- None, Komlan, Ametowoyo, Adeve. (2023). Development of Personalized Mobile Information Service Platform of University Library Based on Multi-Core Processor and Cloud Computing Platform. doi: 10.1109/icdcece57866.2023.10151035
- Okeoma, Onunka., Tochukwu, Onunka., Akeeb, Adepoju, Fawole., Ife, Jesuseun, Adeleke., Chibuike, Daraojimba. (2023). 10. Library and information services in the digital age: opportunities and challenges. *Acta informatica Malaysia*, doi: 10.26480/aim.01.2023.113.121
- Olarongbe, M., Afolayan, L., & Idris, A. (2023). *Leadership and organizational agility in digital library transformation*. *Library Philosophy and Practice*, 1–15.
- Olga, Anisimova., T., Yavorska. (2024). Strategic management of libraries. *Visnik Knížkovoï palati*, doi: 10.36273/2076-9555.2024.3(332).37-45
- Onunka, E., & Obande, F. (2023). *Staff training, digital literacy, and organizational agility in public libraries*. *Library Management*, 44(2), 212–228.
- Oyighan, Diseiye., Sandra, Ejiro, Ukubeyinje., Bolaji, David, Oladokun., V., Kakwagh. (2023). Emerging Technologies: Leveraging Digital Literacy for Self-Sufficiency Among Library Professionals. doi: 10.56294/mr202459
- P, Vijaiand., B., Nishanth., V, Vignesh., I, Vignesh., P., Gajendran. (2024). Energy Management and User-Centric Automation for Sustainable Library Operations. doi: 10.1109/icrtcst61793.2024.10578532
- Page, M. J., Moher, D., Bossuyt, P. M., et al. (2021). *The PRISMA 2020 statement: An updated guideline for reporting systematic reviews*. *BMJ*, 372, n71. <https://doi.org/10.1136/bmj.n71>

- Pangri, A., Prakash, R., & Herachwati, N. (2024). *User engagement and participatory design in agile library services*. *Information Development*, 40(3), 312–327.
- Pankaj, Kumar., Jyoti. (2024). Reshaping the library landscape: Exploring the integration of artificial intelligence in libraries. *IP Indian Journal of Library Science and Information Technology*, doi: 10.18231/j.ijlsit.2024.005
- Pratik, Mukesh, Dhepe, -. (2024). Digital Technology and Trends in Libraries. *International Journal For Multidisciplinary Research*, doi: 10.36948/ijfmr.2024.v06i04.24943
- Rachel, Gorodetsky. (2023). The experience of academic library deans and directors during the COVID-19 pandemic: an interpretive phenomenological analysis. doi: 10.17760/d20474720
- Rafi, M., Hassan, Z., & Rahman, F. (2019). *Continuous learning and staff development for digital library agility*. *Library Hi Tech News*, 36(5), 14–22.
- Renqing, Lamu. (2023). Visionary Leadership in Modern Organizations: Exploring Charismatic and Transformational Approaches. *Journal of Education, Humanities and Social Sciences*, doi: 10.54097/ehss.v23i.13136
- Rifqah, O., Okunlaya., Norris, Syed, Abdullah., Rose, Alinda, Alias. (2022). Artificial intelligence (AI) library services innovative conceptual framework for the digital transformation of university education. *Library Hi Tech*, doi: 10.1108/lht-07-2021-0242
- Sayantoni, Barsha., Shamim, Aktar, Munshi. (2023). Implementing artificial intelligence in library services: a review of current prospects and challenges of developing countries. *Library Hi Tech News*, doi: 10.1108/lhtn-07-2023-0126
- Senge, P. M. (2019). *The fifth discipline: The art and practice of the learning organization*. Doubleday.
- Serhiy, Oliinyk. (2024). Library management as a component of the cultural- Educational and national-political activities of the Ukrainian Galician Army in right-bank Ukraine (july-december. *Naukovì pracì Kam'ânc'-Podil's'kogo nacional'nogo unìversitetu ìmenì Ìvana Ogiênka. Ìstoriçni nauki*, doi: 10.32626/2309-2254.2024-43.318-327
- Shao, Hui, Yin., Chul-Soo, Kim. (2024). Enhancing User Experience: Improving the 24-Hour Self-Service Library with a Service Design Approach at Its Core. *Asia-Pacific journal of convergent research interchange*, doi: 10.47116/apjcri.2024.01.38
- Shashiraj, Nayak., Danappa, Vaggi. (2023). Digital Transformation for Academic Libraries: An Opportunities and Challenges. *International journal of science and research*, doi: 10.21275/sr231121113213
- Shauib, A, Olarongbe., Abdulakeem, S, Sulyman., M., A., Taiwo., H., K., Abdulrahaman., Abdulfatai, O, Idris. (2023). Managers or leaders: Who fit the helms of 21st century librarianship?. *Business Information Review*, doi: 10.1177/02663821231195732
- Solanki, P., Anand, S., & Gupta, T. (2024). *Technology resource management and service agility in academic libraries*. *Library and Information Science Research*, 46(2), 105–121.
- Soma, Ghosh., P., S., Roy., Shaibal, K., Sarkar., Amitava, Podder., Banamali, Roy. (2024). Challenges and Barriers to Integrating AI in Library Environments. *Advances in library and information science (ALIS) book series*, doi: 10.4018/979-8-3693-1573-6.ch005
- Sreeja, Ramachandran. (2024). Transforming Libraries Sustainably: A Synergy of AI and Machine Learning. *International Journal of Advanced Research in Science, Communication and Technology*, doi: 10.48175/ijarsct-15354
- Sumardi, Sumardi. (2023). The Use of Digital Library to Increase Students' Reading Interest and Learning Independence. *Basic and Applied Education Research Journal*, doi: 10.11594/baerj.04.02.01

- Suparyo, Suparyo., M., Hanif., Suratno, Suratno. (2024). Peran Kepemimpinan Visioner dalam Pengembangan Kualitas Pendidikan: Studi Kasus MTs Raudlatul Huda Cilacap. *Juwara Jurnal Wawasan dan Aksara*, doi: 10.58740/juwara.v4i1.85
- Tanushree., Chandan, Kumar, Sahoo., Akriti, Chaubey. (2023). Evolution of organizational agility research: a retrospective view. *Benchmarking*, doi: 10.1108/bij-02-2023-0086
- Tarek, Shal., Norma, Ghamrawi., Hiba, Naccache. (2024). Leadership styles and AI acceptance in academic libraries in higher education. *The Journal of Academic Librarianship*, doi: 10.1016/j.acalib.2024.102849
- Taufan, Umbara., Astadi, Pangarso., Retno, Fajar, Setyorini. (2023). The Proposed Research Framework of Organizational Agility. doi: 10.14414/jebav.v26i1.3539
- Teece, D. J. (2018). *Dynamic capabilities and strategic management: Organizing for innovation and growth*. Oxford University Press.
- Theresa, Lillie., Sunet, Eybers., Aurna, Gerber. (2023). A Conceptual Model of Agility in Information Systems. *Communications in computer and information science*, doi: 10.1007/978-3-031-39652-6_10
- Thomas, J., & Harden, A. (2008). *Methods for the thematic synthesis of qualitative research in systematic reviews*. *BMC Medical Research Methodology*, 8(45), 1–10. <https://doi.org/10.1186/1471-2288-8-45>
- Tien, Zung, Nguyen., Cheng, Le., Minh, Thao, Nguyen., Gam, Nguyen., Tran, Thi, Hong, Lien., Oanh, Nguyen. (2024). The organisational impact of agility: a systematic literature review. *Management review quarterly*, doi: 10.1007/s11301-024-00446-9
- Usman, Arfan. (2024). Implementation of Smart Library Using Radio Frequency Identification (RFID) Technology in Libraries. *Riwayat*, doi: 10.24815/jr.v7i2.38541
- Valentyna, Mudrokha. (2024). Innovative development of the library: project solutions and grant programs. *Visnik Knizkovoï palati*, doi: 10.36273/2076-9555.2024.5(334).18-24
- Vanessa, Gay, R., Liabor. (2023). Enhancing Library Services through Digital Cataloging Techniques. *International Journal of Advanced Research in Science, Communication and Technology*, doi: 10.48175/ijarsct-12989
- Vargo, S. L., & Lusch, R. F. (2016). *Institutions and axioms: An extension and update of service-dominant logic*. *Journal of the Academy of Marketing Science*, 44(1), 5–23.
- Walek, J. (2022). *Collaboration and teamwork as enablers of organizational agility in libraries*. *Library Management*, 43(6), 415–432. Waller, D., & Fawcett, H. (2021). *Agility in library operations: Responding to user transformation in the digital era*. *Library Trends*, 70(2), 145–166.
- Wang, L., Tan, J., & Kuo, C. (2023). *Academic libraries in digital transformation: Agility, innovation, and resilience*. *College & Research Libraries*, 84(1), 57–75.
- Xue, Juan, Zhang., Yangping, Zhao. (2023). Research on Mobile Library Interaction Design Based on User Behavior Data. doi: 10.1109/imbdkm57416.2023.00016
- Youyung, Hyun., Jaehyun, Park., Taro, Kamioka., Younghoon, Chang. (2023). Organizational agility enabled by big data analytics: information systems capabilities view. *Journal of Enterprise Information Management*, doi: 10.1108/jeim-03-2022-0077
- Zhaoxia, Mu., Jirawit, Yanchinda. (2024). Hybrid Model of Knowledge Creation Using Agility and SECI Models to Motivate Active Learning of Academic Librarians. doi: 10.1109/ectidamtncon60518.2024.10480038
- Боряна, Козарева. (2023). User-information Communication in Libraries as a Model of Behavior: Traditions and New Manifestations. *Retorika i komunikacii*, doi: 10.55206/muiq6537



© 2026 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

About the Authors

Andi Asari is a doctoral student in Information Management, School of Information Science, Faculty of Computing, Informatics, and Mathematics, Universiti Teknologi MARA, Malaysia. His primary research focuses on the capabilities of information organizations, information technology, and digital platforms in fostering library agility. His doctoral work explores the relationship between organizational capabilities, IT capabilities, digital platform capabilities, and innovation capacity in supporting library agility. He can be reached by email at andi.asari.fs@um.ac.id

Profesor Madya Mad Khir Johari Abdullah Sani, PhD is a Senior Lecturer in Information Management, School of Information Science, College of Computing, Informatics and Mathematics, Universiti Teknologi MARA, Kampus Puncak Perdana, Selangor, Malaysia. His areas of expertise include library science and information management. He has contributed to various research projects and publications focusing on library management, information management, and digital innovation. He can be reached via email at madkhirjohari@uitm.edu.my

Haslinda Husaini, PhD is a Senior Lecturer in Information Management, School of Information Science, Faculty of Computing, Informatics, and Mathematics, Universiti Teknologi MARA, Kampus Puncak Perdana, Selangor, Malaysia. Her areas of expertise include library science and information management. She has contributed to various research projects and publications focusing on library services and information management in the area of library therapeutic landscapes. She can be reached via email at haslinda3145@uitm.edu.my