

Assessment of Librarians' Management Skills and Their Impact on Resource Development and Quality Services in Pakistani University Libraries

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Abstract: This paper discusses the measures by which management competence in librarians may be assessed and how the result of this measure may influence the resources development and services quality at the Pakistani university libraries.

Purpose: This research is expected to determine the best leadership skills that contribute to the enhancement of the quality of resources management and better service delivery in university libraries. The current research will focus on filling the current gaps on library management and the connection that can be drawn between these skills and the library operational outcomes.

Methods: The current research will focus on filling the current gaps on library management and the connection that can be drawn between these skills and the library operational outcomes. The authors adopted quantitative research methodology in which the survey data was used as significant data collection tool. The questionnaire was administered to the librarians of the identified universities HEC recognize universities in Pakistan. This method was selected because it was able to obtain credible and measurable data to enable to distinguish the trends, assess operational abilities, and the impact that the master abilities exert on the development of resources and delivery of QLS.

Results: The capacity to manage efficiently of the librarians increases the asset enhancement capacity of the university libraries and their performance in service delivery. Such skills should be at the learning communities to address their changing needs.

Conclusion: Education of librarians should be the priority as this would bring forth more managerial skills in them that would transform their libraries to more academic support system.

Implications: The study given can be called relevant to the literature of library management as it suggests the relevant information to the administrators who may be interested in identifying gap and opportunities.

Keywords: Librarians Management skills, resource development, University Libraries.

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Introduction

Teaching, learning and research are given a priority in a university library where the quality services and the availability of various scholarly materials are facilitated by the users of the library. The sector of higher education in Pakistan is evolving rapidly according to the trends of academic and technological world globally and thus the efficient library management becomes a very important aspect. The dynamism of the library environment in the university means the librarians must work towards making sure they build great management abilities to advance the growth of resources and service provision (Mwaniki, 2018). The library has lost the reputation of a passive body of knowledge and has become an active academic success collaborator as the academic portfolio and research agenda of higher education institutions has been increasing.

The academic libraries no longer have their management restricted to information organization but have had to include leadership, planning, development of human resources, budgeting and technological adjustments. Effective managerial librarians are better equipped to carry the strategic resource allocation, design and deliver services to users 'need. (Rafiq and Ameen, 2019). The librarians must reconcile the traditional process management and the modern information services, e.g., the digital resource centers, electronic repositories, online learning platforms, etc. in the online world where the data are not physically distributed (Mahmood, Rehman and 2013). The level of professional competence directly affects both the quality of resources and the satisfaction of library users.

The connection between managerial performance of librarians and organizational performance has also gained more consideration in libraries and information science studies. The studies have demonstrated that change management, decision-making, management, and leadership competencies have a positive impact on the user satisfaction, motivation among the staff, and performance of the library in general (Saleem and Batcha, 2021; 2017). Also, information centers, in which competent workers are actively involved in the active processes of developing their managerial opportunities, should show improved quality of services, growth in attendance, and consistent increase in information resources (Haruna and Abdullahi, 2016). Despite this facts there is limited literature that directly examine the role and the competences in source development and quality services within the Pakistani library context.

This disparity of this information provides a little light indicate the necessity to examine this leadership capabilities of the library professional in Pakistan across some of the institutions of higher learning in a methodological discipline. Despite becoming an informative source of knowledge, the international research is not the only one, and the local factors, including the insufficiency of finances, special training program and unequal approach to latest technologies, introduce some challenges to Pakistani library professionals (Ullah and Ameen, 2018; Mahmood, 2011). That is why there is an urgent need to find out what are the most important competencies of a manager in this regard and what contribution they make to resources development and quality services provision. This is of particular concern to the fact that the Higher Education Commission (HEC) is interested in the enhancement of the library facilities and services to facilitate research productivity and even-handedness of scholarly excellence in higher institutions.

This research will therefore contribute to addressing the gap by assessing the management competencies of library professional on Pakistani university libraries and identifying the influence they have in relation to resource development and development of quality of the services. The study will be performed in terms of the quantitative research method that will investigate as far as the competencies of the manager can help in terms of efficient management of resources and user satisfaction. The findings will not only be involved in the contribution of the management to the field of academic librarianship but will also help in the determination of the professional development programs and change of policy as per the Pakistani environment. The paper gives the presentation of them in a conclusive way. paramount significance of management skills of librarians in creating sound library services and in fostering knowledge growth, in addition to, academic prosperity.

Literature Review

In the recent decades, university libraries have acquired a new dimension and so in the developing nations such as Pakistan. Libraries are not viewed as passive books but taken as active partners in constructive process of studying and research of academics. To fulfill this need, librarians cannot just possess professionalism, they must also possess a wide scope of management competencies that would not just influence development of resources, but also quality service delivery. Researchers also state that such skills as administration, proper planning, financing, HRM, and digital curation are also part of durable library development. (Mwaniki, 2018; Mahmood, 2002). Academic library management is critical in achieving institutional goals in Pakistan where the higher education is expanding at a fast rate according to the rates of Higher Education Commission (HEC) (Ullah, 2022Ullah and, Khusro.).

2. Core competencies for academic library managers

At the global standard, the research indicates that the successful operation of the libraries and their satisfaction with users is based on management competencies, including the skills of management and ICT skills (Bamidele, Madukoma, Omeluzor, 2017). In Pakistan, early on, Mahmood (2002) Today's librarians need skills in communication tech and leadership not just cataloging. But in many university libraries there is disconnect between learning these theories and putting them into practice preventing them widespread change (Ullah et al., 2022).

3. Collection Management and Development of Resources.

The administrative capabilities of librarians are directly connected with the efficiency of resource development, and in Pakistan where libraries are forced to cope with insufficient funding, volatile exchange rates and consortia-based access (Khan and Bhatti 2021). The NDLP developed by HEC comprehensive access to databases in the world, but the use of the material is supposedly not properly balanced due to the absence of efficient strategy outreach and staff development (Yousaf Ali and 2017). The research Opportunities conducted in the Punjab and K.P.K higher education institutions demonstrated that the process of aligning resources to the academic curriculum was reduced because of the unfriendly collection policies and the uneven distribution of the procedure to obtain such resources (Arshad, Ameen, and Jabeen, 2021; Khan and Bhatti, 2020). Therefore, even though initiatives at national level have helped to work out the increased approach to the sources, the institutional the professional competencies of librarian concerning the ability to transfer the resources into the substantial academic contribution.

4. The Effectiveness of services in university libraries.

Another factor that can be directly connected with the management skills of librarians is the service quality. User satisfaction and service gaps internationally have been measured using both the schemes referred to as LibQUAL+ and SERVQUAL. Other studies in Pakistan also conclude that service demands (as requested by users) are hardly addressed and the most prevalent lacks in this case are the factor of information control (access to e-resources, discovery systems) and the factor of effect of service (staff interaction) (Rehman, 2012; Mahmood, 2021). The research of Malik and Malik (2015) indicates that the libraries of the Pakistani universities are never as it should be because of the absence of the ICT infrastructure, limited training of the staff and ineffective planning. Recently, according to a study conducted by Khan, Khan, and Mahmood (2021), there is a strong positive relationship between the perceived quality of service and the level of professional commitment and leadership exercised by the librarians. The results have identified that managerial competencies especially in planning, communication and quality assessment are essential in improving service delivery in the library of higher education in Pakistan.

5. Difficulties and Hurdles within the Pakistani Situation.

Despite this recognition of the role played by management skills, the academic libraries in Pakistan are still being plagued by structural and cultural issues. It has been shown that the administrators realize the need to change management and incorporate ICT, yet the resistance to change, powerlessness, and coordination constraints restrict the development (Shan and Shaheen, 2013). The activities of professional development

are sporadic, and they are not necessarily based on the needs change of users. Also, there has been quite minimal literature attempting to establish a causal relationship between some of the competencies of management with some measurable outcomes such as an increase in resource utilization or improved scores in LibQUAL. This gap indicates that the use of it needs an empirical and occasion specific study that will combine the signs of the resource's development and the signs of the services quality to demonstrate the real effect of the management proficiency of the librarians within the Pakistani university libraries.

6. Synthesis

The analyzed literature identifies the fact that the management skills of the librarians are the determining factors of the resources and service quality development. It does not have a systematic development of the leaders and training of the managers. in Pakistan and thus though efforts are being made, inclusion of NDLP and all, they still limit the effectiveness of the above. The critical gap in knowledge is assessing the competencies that are the most significant in this context and the way they influence the actual outcomes in terms of academic libraries. The proposed study will cover that gap as it will involve systematic examination of the management skills of librarians and their influence on the performance of libraries in Pakistani universities.

Theoretical framework

The theory that guides this study is the Management Competency Theory which shows that the effectiveness of an organization is dependent on the skills and competencies of the organizational managers (Boyatzis, 1982). Applying this theory to the academic librarian environment, it means that the following expertise as leadership, planning, decision-making, and HR management directly influence the capacity of librarians to use the resources and deliver quality services. The master potential of the library professionals in the Pakistani library set-up where the restricted nature of the resources available are significant contributors to the state of the limited resources is one of the determinants in the process of determining how the limited resources could be utilized in the best way possible to the benefit of teaching, learning, and research. It is further founded on SERVQUAL/LibQUAL models of service quality (Parasuraman, Zeithaml, and Berry, 1988; Cook, Heath and Thompson, 2002) which conceptualize service quality as difference between perceptions and expectations of services delivered to the users. The management skills of the librarian attain these dimensions with the help of the collections development, the introduction of digital resources policies, the staff education policy and policy of interaction with the user. On examples, the service organization may create service dimension of information control (access to e-resources) on planning and leadership dimension and dimension of effect on communication and interpersonal skills. It is thus hypothesized that managerial competencies mediate the association between the perceived service quality outcomes and the organizational resources.

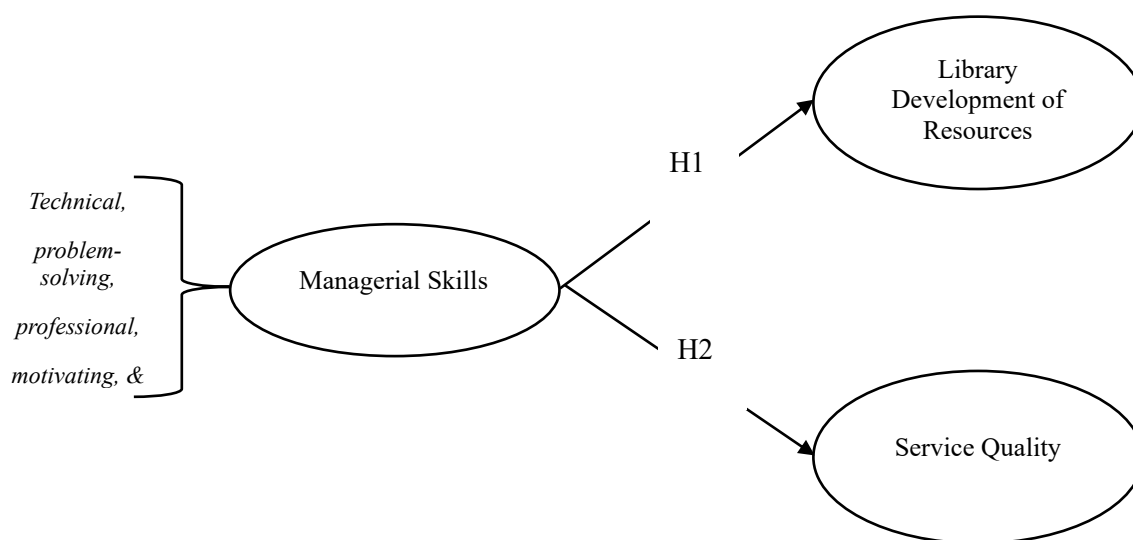
Finally, there is yet another potential option, which is the Knowledge Management (KM) theory, which deals with the process of developing the knowledge, storing the knowledge, and using it (Nonaka and Takeuchi, 1995). These knowledge management practices that the librarians of university libraries can pursue under the managerial competencies are knowledge management practices such as digital curation, resource collaboratively shared and user-based innovation. This conceptual model considers the management skills of the librarians as the inputs (competencies), processes (resource development and KM), and outputs (quality services) according to the management competency theory. It is a comprehensive model that will facilitate the assessment of the input made by the capacity of librarians to academic excellence to the Pakistani higher education context.

Data analysis involved various statistical methods such as correlation matrices, regression diagnostics, residual plot, and partial regression plot to investigate the correlation between the managerial skills and the effect of librarians in developing the resources and service quality in the Pakistani university libraries. The correlation analysis, in the form of the heatmap, demonstrated that there are major patterns of association between the managerial competencies. The correlation coefficients between service competence and decision-making competence ($r = 0.97$) and teamwork competence ($r = 0.96$) were both positive and strong, which indicates that the librarians who are competent in offering quality services also

happen to be competent team workers and in decision-making. The interdependence of the two realms was also evidenced by a moderate level of correlation between managerial competence and leadership skills ($r = 0.81$), which supports the thesis that it is impossible to isolate the two concepts of effective management and strong leadership. Resource competence, on the other hand, was significantly less closely related to other variables (as low as $r = 0.09$), which suggests that resources related activities might work rather independently of more general competencies in management and leadership.

The analytical model was also robust as supported by regression diagnostics. The Q-Q plot of the residuals showed that the residuals were normally distributed with most of the values being close to the normal line as expected. The slight deviations at the tails of the distributions indicated that there were slight skewness or few outliers, but they were not essential to invalidate normality. This was supported by the histogram of residuals, which showed the distribution was largely a bell-shaped distribution with the center of the same being zero, and this showed that the model was unbiased and suitable to be used in inferential analysis. There were further diagnostic tests that were done to assess linearity and homoscedasticity. The plot Residuals vs. Fitted Values indicated that the data were randomly scattered around the horizontal zero line, which was the way to observe that the linear regression can be performed successfully, though it has been identified that there was a little bit of heteroscedasticity at the high fitted value levels. This indicates that one should be cautious in his interpretation because variance in residuals can grow at the extreme values. Partial regression plots helped to further explain contribution of predictor variables. Although leadership and management skills exhibited a steady positivity trend with service quality, there are variables that exhibited weak or incoherent relations. Further, the plots plot high leverages are an indication of the existence of influential cases that can influence the regression estimates.

The statistical model in general was able to explain about 40% of the variation in the outcome of the quality of service available. Managing and leadership skills were found to be the most important predictors of service performance, and resource competence had comparatively little to explain the model. Notably, the diagnostic tests revealed that there was a presence of multicollinearity existing between managerial skill dimensions, and the models of the future might need to employ dimension-reduction methods like factor analysis or composite indices to enhance reliability.



Research Questions:

1. What are the specific management skills that librarians consider the most helpful in improving resource development in university libraries?

2. What is the impact of management skills of librarians on quality of services offered in university libraries?
3. How do managerial skills of librarians relate to user satisfaction with university library services?

Hypotheses:

H1: Librarians' management skills have positive relations with the development of library resources, H1 implies that as the skills of librarians in management develop, the quality and diversity of library resources is going to increase.

H2: The presence of effective management skills among the librarians translates to quality services in the university libraries. According to this hypothesis, librarians with good managerial skills have high chances of adopting the best practices that help to improve service delivery,

H3: The management competencies that librarians have when they are increased are related to higher user satisfaction regarding the services of a university library. This hypothesis will imply that the level of satisfaction will be reported to be higher when the librarians serving the users are highly skilled in management and not merely because of advanced management skills.

These research questions and hypotheses offer a systematic way of exploring the outcome of the managerial competence of librarians in helping to form complete research on the effects of these competencies on the formation of resources and quality of services in the case of the Pakistani university libraries.

Research Design

The existing study employed a quantitative research design. This approach was selected to systematically examine the relationship between librarian's managerial skills and their subsequent impact on service quality and resource development within Pakistani university libraries. The quantitative methodology facilitates the precise measurement of variables and provides a foundation for statically testing hypothesis. Consequently, it enables the identification of patterns correlations and potential causal relationships between specific management competencies and key library performance indicators. (Creswell, 2014).

Population and Sampling

The study's sample comprised the entire population; the more standard and logical there are 210 chartered universities in the country, both private and in the government. The population is also large; therefore, the two categories of institutions were sampled using a stratified random sampling approach and proportionately. The members of every participant were stratified by designation and professional role, the sample was restricted to immediate involvement in management, sources and service provided development were included. Such a sampling technique helped to reduce the degree of bias and enhance the generalization of the findings.

Instrument Development

A structured survey questionnaire was used to collect the data, as it was developed after reviewing the corresponding MS and collection development and library SQ literature (Khan and Bhatti, 2021; Mahmood 2002; Parasuraz and Berry, 1988). The survey was conducted in five sections

Validity and Reliability

Senior experts reviewed the instrument to make sure that the instrument attained the content validity, and the persons are the senior LIS faculty and the University library directors, Pilot testing was done on 30 librarians of the sampled universities not included in the final sample. Modifications have been made to it based on the pilot's results, to make the instrument easier to read and use. The reliability of the questionnaire was tested by Cranach's Alpha.

The range of all the scales was greater as compared to the desired range of 0.70 which implies good internal consistency of the scale. The construction validity was also ensured where an instrument correlated with the theoretical framework that are available such as SERVQUAL / LibQual framework of service quality and managerial skills competency theory of management.

Data Collection Procedure

The last survey was sent by mail (in a hard copy) and online (via Google Forms) to offer the best access and respondent base. The official letters were sent to the university libraries to administer the questionnaire. The secrecy of the librarians was also guaranteed and so was their indulgence. The data collected was done over a period of three months and ensured that it is done in both the public and the private sector universities in various parts of Pakistan.

Data Analysis

The data received was given a code and into the Statistical Package of Social Sciences (SPSS) 25 which analyzed it. The descriptive statistics (frequencies, means, standard deviations) were conducted to summarize the demographic information of respondents and general patterns in general. Pearson correlation was used to test the correlation between variables. Besides this there was a multiple regression analysis that was done to determine.

the predictive ability of managerial competencies to resource development and quality of services.

Ethical Considerations

The research was designed based on general ethical principles of research. It was resting on free will and the respondents had the liberty to draw out any time. Any information was regarded with a lot of secrecy and was used in academics. Anonymity of the participants where necessary as well as in the course of the research was also sought and so was institutional consent.

Library management skills of university librarian

Table 1 represents the variables managerial skills of university librarians and their impact on development of library resources and quality services. This table shows the significant impact of different skills of university librarians like leadership skill communication skill decision making skills etc.

Table 1. Library management skills of university librarian

	Resources	Service Operations	Service Delivery	Technical Services	Overall Services
Leadership & Management Skills	0.18 *	0.30 ***	0.60 ***	0.60 ***	0.61 ***
Leadership Skills	0.13 ns	0.19 *	0.51 ***	0.51 ***	0.51 ***
Management Skills	0.09 ns	0.15 ns	0.49 ***	0.51 ***	0.50 ***
General Skills	0.16 *	0.22 **	0.53 ***	0.56 ***	0.55 ***
Overall Managerial Skills	0.16 *	0.25 **	0.60 ***	0.62 ***	0.61 ***

Present status of library resources and services in university libraries

Table 2 represent the present status of library resources and services in university library of Pakistan. Also show the current status and how the skills of library professional impact these resources and services.

Table 2: Present status of library resources and services in university libraries

coef	std err	t	P> t	[0.025
0.975]				
const	0.4770	0.283	1.687	0.094
-0.081	1.035			
lms_comp	0.4182	0.092	4.567	0.000
0.237	0.599			
ls_comp	-0.0464	0.133	-0.348	0.728
-0.310	0.217			
ms_comp	0.0920	0.124	0.742	0.459
-0.153	0.337			
gs_comp	0.1989	0.118	1.679	0.095
-0.035	0.433			

Skew:	-0.557	Prob (JB):	0.0109
Kurtosis:	3.310	Cond. No.	51.6

Library Resources and services in university libraries of Pakistan

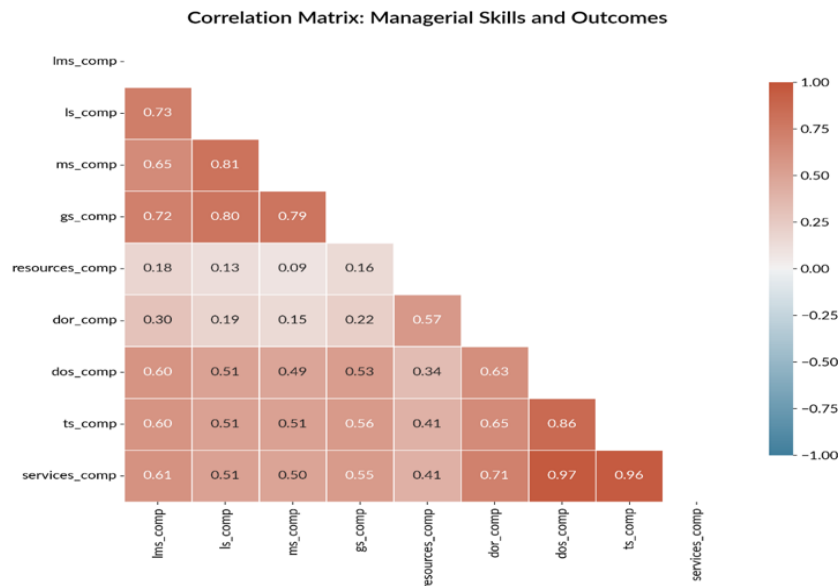
Table 3 represents the resources and services and their development and how the quality services impact by the skills of library professional in these libraries. There is significant impact of these skills on development of resources and quality services in university libraries in Pakistan.

Table3.**Library Resources and services in university libraries of Pakistan**

	Variable	VIF
0	<u>lms_comp</u>	64.0435827662
1	<u>ls_comp</u>	141.0303420296
2	<u>ms_comp</u>	118.8437508441
3	<u>gs_comp</u>	117.679786841

Management Skills and Their Impact on Resource Development and Quality Services

Table.4 represent the analysis of the data used various statistical methods, such as correlation matrices, regression diagnostics, residual plots, and partial regression plots, to determine the connection between managerial abilities of librarians and their contribution to resource development and quality of services offered in Pakistani university libraries. The heatmap of the correlation suggested that there were strong trends of association between managerial competencies. Service competence and decision-making competence ($r = 0.97$) and teamwork competence ($r = 0.96$) demonstrated strong positive correlations, which implies that when librarians prove to be competent in delivering quality services, they are also competent in terms of collaborative teamwork, as well as making effective decisions. There is significant impact of library management skill on development and quality services in university library of Pakistan.

Table.4: Management Skills and Their Impact on Resource Development and Quality Services

The interdependence of the two areas was also stressed by moderate correlation between managerial competence and leadership skills ($r = 0.81$), and this point indicates that effective management cannot be isolated of the powerful leadership. Resource competence, in its turn, showed weak relations with

those (down to $r = 0.09$), which suggests that the resource-related activities can be partially independent of the rest of the competencies that belong to managerial and leadership competencies.

The analytical model was also robust, as further confirmed by regression diagnostics. The Q-Q plot of the residuals indicated that the residuals had a normal distribution with most of the values closely fitted close to the expected normal line. Very slight deviations at the distributional tails indicated some mild skew or a very small number of outliers but did not essentially violate the assumption of normality. This was further supported by the histogram of residuals which showed that the distribution was more or less a bell-shaped curve with the center of the curve concentrated at zero implying that the model was unbiased and could be used to make inferences.

The additional diagnostic tests were performed to assess the linearity and homoscedasticity. The plot of Residuals vs. Fitted values indicated random distribution around the horizontal axis of 0 showing that the linear regression was making an acceptable fit, although slight heteroscedasticity was observed at higher fitted values. This implies that one should interpret it with care because variation of residuals can be more at the extreme values. The contribution of predictor variables was also further explained by partial regression plots. Although the leadership and management skills had a positive trend constant with the service quality, other variables demonstrated weak or unstable relationships. Also, the plots had high leverage points indicating the occurrence of significant cases that can produce disproportionately large impacts to the regression estimates.

In general, the statistical model described approximately one-fourth of the change in the service quality outcomes. Its skills on leadership and management were the most significant predictors of service performance; resource competence, on the other hand, did not add significantly to the model predictive quality. Interestingly, the diagnoses displayed that there was a multicollinearity among dimensions of managerial skills that suggested that further models may require dimension-reduction measurement (factors analysis) or composite measures to improve reliability.

Discussion

The findings of the current study suggest the significance of the managerial competence of the librarians to not only the development of the resources, but also to the quality of the services offered in the Pakistani university libraries (which aligns with the rest of the available literature which points to the managerial capacity as one of the essential factors of service excellence in academic libraries) (Mintzberg, 2011; Steuart and Moran, 2016). The Pakistani viewpoint also agrees with the existing body of literature (Anwar and Al-Kandari, 2010; Mahmood, 2013) that discovered managerial and leadership shortage as a significant issue in academic libraries. The available results, in turn, show that there is a great improvement, which suggests that the librarians are becoming more active managers. It is observed that the interrelationship of the service, teamwork and decision-making competences is high, which means that the librarians who are able to work as a team and make quality decisions are in better positions to enhance the quality of services. Astonishingly, there is a weak association between managing resources and other managerial skills. This may be one of the indicators of the structural and institutional reality in the higher education in Pakistan where the financial and structural constraints limit the actual involvement of the librarians in the acquisition and expansion of the resources (Haider and Mahmood, 2007). The managerial and leadership competences are more evident in-service delivery and organization of the employees than mobilization of resources in such a situation. This brings out the quality of the professional training and continuing education programs in enhancing the managerial capabilities of the librarians. These findings confirm also the hypothesis of Ali and Bakhtiar (2019) that librarians must continuously develop professionally as they are the ones who need to be made flexible in the process of bearing the technological change and the changing need of the users.

Conclusion

The conclusion of this paper is that the level of competence of Pakistani university library librarians in their managerial competencies is rather high and, therefore, influences both resources development and level of service quality. The three skills, leadership, decision making and teamwork, are closely dependent

and a combination of the three skills results in efficiency in providing library services. However, resource management is quite an independent sphere which is more predetermined by the structural constraints than by the individual management skills. It is also established in the regression analysis that the managerial and leadership capabilities could be useful predictors of the service quality, and they account nearly 40 percent of the variance. Though the diagnostic tests confirmed that the statistical model was adequate, the fact that the tests revealed the presence of multicollinearity and minor distributional issues suggests that the methodology of prospective study has to be improved. Lastly, the findings agree with the fact that managerial competence of the librarians is very crucial in the modernization, and efficiency of the Pakistani university libraries especially amidst the increase demands of quality services and integration to technology.

Recommendations

To generalize the results and cover the gaps already identified, it is proposed to consider the following recommendations:

1. Person-centered Professional Development: Universities are expected to create and design the training courses that would be based on such topics like project management, financial management and leadership communication, yet in the Pakistani higher education.
2. Mentorship, Peer Learning: The senior librarians are expected to train the junior professionals on informal mentorship programmed; this would help them to instill the informal managerial skills and manager behavior.
3. Inclusion in Curricula: Management and leadership training must be considered as the part and parcel of Curricula of Pakistani Schools of Library and Information science to be able to have its librarians of tomorrow that are qualified to take the managerial positions.
4. Periodic Competencies Evaluations: The libraries are supposed to have regular evaluations to tests managerial competencies and this is supposed to go hand in hand with the performance appraisal and professional development plans.
5. Using Digital Platforms: On-line training regarding new management practices in the libraries should be deployed in such a way that the librarians may be granted the right to enjoy flexibility and up-to-date training on new management practices. Such suggestions will allow the Pakistani university libraries to improve the managerial functions of the librarians and thus mobilization of resources and the quality of service being delivered to the users. This will not only enhance the work of the institutional departments, but the libraries will be kept achieving the goal of academic success and knowledge sharing.

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