

## Characteristics of Successful Library Manager: Librarians' Perspective in Jordan

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### ABSTRACT

The purpose of this study was to determine the characteristics of a successful library manager from librarians' perspective and to investigate the effect of librarians' characteristics on their perception. A sample of 350 supervisory and non-supervisory employees in public and university libraries was randomly selected and surveyed. For the purpose of this study, a questionnaire was developed and tested for its validity and reliability. The study revealed the importance of all types of skills that are personal skills, planning and decision-making skills, innovation and development skills, information technology skills, human skills, and communication skills. The importance of each category of skills differs according to gender, type of library, specialization, and years of experience. Librarians in universities libraries highlight the importance of communication skills, while those working in public libraries see personal skills more important than others types of skills. Those who are specialized in library science see that the most important skills are innovation and development skills and communication skills. Librarians with bachelor degree or above see the decision making skills and innovation and development skills are a must to be a successful manager.

**Keywords:** Successful manager, librarians, library management, managerial skills.

### INTRODUCTION

Successful managers drive their organizations to success and growth. Managers' behaviors depend on their managerial competencies and the availability of the required knowledge, skills, and personal characteristics. All managerial positions require three types of skills; technical, human and conceptual skills (Schermerhorn et al., 2005). The acquisition of the right managerial skills adds to the effectiveness of managers (Shipper and Davy, 2002). While different organizations and industries require particular skills from managers, several personality characteristics correlate with effective performance regardless of the organization or industry. However, due to globalization, technological changes and economic development, managers have started to face

new management culture based on involvement and participation, rather than on traditional command, control and compliance paradigm (Hamlin et al., 2006). Thus, competences of successful and effective managers have changed overtime (Kenworthy and Wong, 2005).

Managers can be categorized according to their efficiency into effective and less effective managers. David (2002) pointed out that the comparison between effective and less effective managers can be conducted through their role and behavior in controlling the organization's environment, organizing and coordinating its resources, information handling, emphasizing on growth and development, motivating employees, handling conflicts, and strategic problem solving. Crawford (2007) examined the personal characteristics of highly effective and successful managers. She found that in order to be a successful manager, managers must be calm and collected, on top of things, work well with others, and combine "thinking" with "doing". On the same line, Shipper et al (2003) found a direct impact of self awareness, culture, and managerial skills on managerial effectiveness. Luthon (1988) found that successful managers mainly focus on guiding employees, managing

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conflicts, exchanging information, and doing paperwork. In the same context, Cross (2000) pointed out that best managers are those who focus on understanding and improving the five components that make up personality; problem-solving skills, social-interpersonal, ambition and drive skills, work habits, ethics, and style, and the ability to handle stress. Thus, no single factor can be used when differentiating between skills and characteristics of successful and less successful managers (Horton, 2000).

The required types and levels of skills depend on the managerial position under consideration. However, according to Pavett and Lau (1983), the most important skills are: verbal communication, managing time and stress, managing individual decisions, recognizing, defining, and solving problems, motivating and influencing others, delegating, setting goals and articulating a vision, self-awareness, team building, and managing conflicts. The competences needed by a successful manager in organizations might be inadequate in the emerging organizational forms of the 21st century (Alfred et al., 1996).

### **Problem of the Study**

The researchers observed that the majority of managers of university libraries are non-specialists; in addition they must face many challenges in today's changing world. These challenges are different from those existed in the previous three decades. The current challenges are imposed by the information technology, electronic publishing, internet, change management, humanized management, and financial management and accounting. Moreover, such problems are coinciding with the difficult economic conditions and slow growth in libraries' budgets and other challenges. In such circumstances successful managers who are able to overcome such challenges are urgently needed. The characteristics of successful managers have been given great attention worldwide, but not in Jordan. Thus, this research aim at answering the following questions: Why some libraries' managers are more successful than others? To what extent differences in libraries' effectiveness and performance can be attributed to differences in the characteristics of managers? How can libraries' managers cope with a changeable environment? What are the main characteristics of successful manager? Do the characteristics of librarians affect their perception towards the characteristics of a successful library manager?

### **Objectives**

This study aims at determining the characteristics of a successful library manager from the librarians' perspective in Jordan, examine the effect of personal characteristics of librarians (gender, type of job, type of library, specialization, level of education, years of experience) on their perception towards the characteristics of a successful library manager, to come up with some recommendations that may help future managers and contribute to the poor existing body of literature on this topic.

### **Value of the Study**

The accelerated changes in external environment have lead to changes in characteristics of successful managers (Rylander and Peppard, 2003). Differences among countries in terms of culture, religious beliefs and moral values do also affect the characteristics of successful managers in each country (Elayan and Younis, 2005).

Libraries have been involved in the latest global technological, economic, social, and cultural changes. The changes libraries faced include the emergence of electronic-library (e-library) and virtual library because of Information- Communication Technology (ICT), the increasing number and diversity of users and visitors, the diversity of the backgrounds of librarians, and competitiveness. During the last century, libraries moved towards an automated library environment, but now many libraries need to migrate to new systems to handle the increasing complexity of library operations (Lakos, 2007). Accordingly, a successful library manager must be able to cope with the changeable environment. Library managers and administrators must learn how to respond to staff needs for self-fulfilling work experiences, while balancing these against the goals of their organizations (Birdsall, 1990).

According to this, the importance of study stem from the required sets of skills that enable libraries' managers to cope with the contemporary change brought up by technology accelerated environment. The sector under consideration that is the libraries sector and its uniqueness adds to the value of the study. Results of this study may help libraries' managers to develop their managerial skills to be updated and adequate to cope with all types of changes. It also provides top management with criteria used to assess the performance of libraries managers.

### The Model and Hypotheses

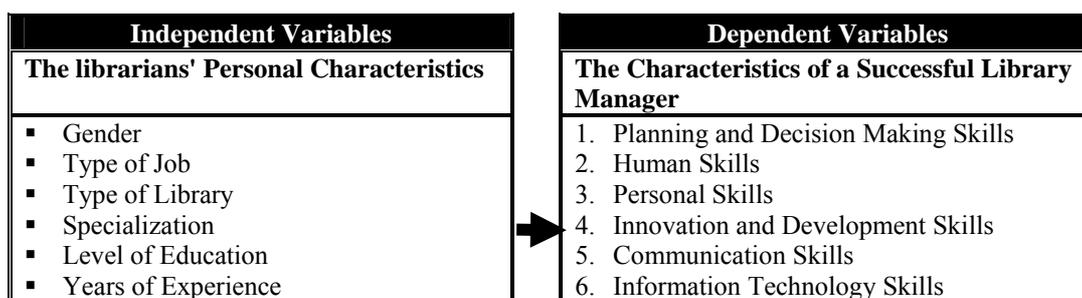
Competencies of managers describe how people fulfill their tasks efficiently. It is well known that “pragmatic” describes a personality characteristic; while competencies focus on “developing and implementing practical solutions to problems”. All else equal, being “pragmatic” eases the manager’s ability to develop practical solutions to problems. On the other hand, personality characteristics affect the extent to which individuals can be trained and coached to exhibit competencies, thus managers can take them into consideration during hiring process. It is worthy to mention that assessing personality of applicants will not guarantee right decisions; it provides key information to help improving the manager's odds. Accordingly, this study aims to find out the characteristics of a successful

library manager from the librarians point of view and to examine how the characteristics of librarians' affect their perception.

### The Model

As shown below, the characteristics and skills of a library manager –the dependent variables include: (1) planning and decision making skills, (2) human skills, (3) personal skills, (4) innovation and development skills, (5) information technology skills, and (6) communication skills. While the personal characteristics of librarians - the independent variables- that may affect their perception- include gender, type of job, type of library (university library or public library), specialization, level of education, and years of experience.

### The Theoretical Model



### The Hypotheses

Depending on the previous model, this study aims to test the following hypotheses:

**H1:** The personal characteristics of the librarians have no statistical significant differences effect on their perception towards the characteristics of a successful library manager.

H<sub>11</sub>: Gender of librarians has no statistical significant effect on their perception towards characteristics of a successful library manager.

H<sub>12</sub>: Type of job of librarians has no statistical significant effect on their perception towards characteristics of a successful library manager.

H<sub>13</sub>: Type of library has no statistical significant effect on the librarians' perception towards characteristics of a successful library manager.

H<sub>14</sub>: Librarians' specialization (field of study) has no statistical significant effect on their perception towards characteristics of a successful library manager.

H<sub>15</sub>: Level of education of librarians has no statistical significant effect on their perception towards

characteristics of a successful library manager.

H<sub>16</sub>: Years of experience has no statistical significant effect on the librarians' perception towards characteristics of a successful library manager.

### Literature Review

The only study in the field of library management in Jordan has been conducted by Abu Sheikha and Younis (2006). They analyzed how the following administrative factors (line of authority, work climate, leadership, communication, employment, supervision, decision-making, and innovation), the extent of occupational variables (library type, specialization, and organizational department), and employees’ characteristics (gender, age, marital status, and experience) affect absence rates in eight state academic libraries and six public libraries in Jordan. They found that poor organizational structure, unsuitable work climate, poor leadership and communication processes, the absence of sensible employment policies, poor supervision, and managers’ passiveness are administrative factors negatively

affecting employees' absence from work. But, literature in the field of library management is available worldwide.

Choi and Rasmussen (2009) examined qualifications and skills required for digital librarian positions at academic libraries. They found that current awareness, appropriate technological skills and experience in the digital library environment, knowledge and experience in creation and management of digital information, and metadata are the most required qualifications for digital librarian positions with high emphasis on management skills.

In his articles, Knight (2009) focused on the required set of skills (change management, communication, effective leadership, library and information services management, management structures, managing people, motivation, and team management ) by LIS professionals. He also stressed on the importance of continuous improvement of the right skills and knowledge of the contemporary LIS manager to achieve the current and future objectives.

Britz et. al (2007) discussed a proposed initiative to train library managers on the African continent. He addressed the need, the delivery mode, the outline of the proposed curriculum and the expected outcomes of this initiative. The authors believe that this institution will contribute to the socio-economic development of Africa. In line with Britz et. al (2007), Solomon Bopape (2003) surveyed six South African university libraries to examine the characteristics of their managers in terms of training on human resource management. He found that most library managers in the selected academic libraries need training and development in field of human resource management, especially those related to utilization and development of staff. They also showed a need for training and development on activities and tasks related to managing labor and employment relations.

John and Linehan (2005) pointed out that leadership is a central component in the strategic and operational practices and success of public librarianship. He also showed that Transformational rather than "leader centric" methods of leadership encourage growth of organizational change and success.

Gordon (2004) presented information on each aspect that a successful library manager needs to know. He pointed out that in order to succeed, a library manager must know how to manage people, determine the needed library staff, manage facilities and technology, manage change, and manage money. He also presented some

philosophical, legal, and ethical issues that enhance success. Since most librarians enter the field intending to focus on a particular specialty, but eventually need to take on certain supervisory or managerial responsibilities in order to move forward, Gordon (2004) provided support and background for new managers, aspiring managers, and those who find themselves in unexpected management roles. In his handbook,

Lucile (1996) focused on the interpersonal skills that increase the effectiveness of recent library school graduates, professional librarians, and aides who have assumed the role of managing small public or school libraries. He presented a variety of techniques that enhance the librarians' performance. He also examined the need for interpersonal skills in the library setting. Using insights from working library managers at different levels and in various types of libraries, in addition to comments from library staff about the qualities they appreciate—and the styles and attitudes they find counterproductive—in their own bosses, Womboh (1996) studied the effect of performance discrepancy on the goals of a library. He pointed out that managers are in business to solve human non-performance problems and they need accurate decisions to direct performance towards organizational objectives.

Miller (1989) stated that "success requires varying parts of science and art, inspiration and perspiration at all stages, whether it be establishing a structure, determining needs, making a presentation or controlling the final budget. There is no one right way at any stage. Much depends on the institutional environment. The successful manager, at any level, will be sensitive to that environment and flexible enough to work effectively within it". Cartee (1990) suggested three questions to probe the issue of whether automation is producing a new kind of managers. These questions are applied to fiscal management, human resources management, organizational structure, decision making, and leadership. He observed that the role and characteristics of successful library managers are changing because new environment needs new or modified skills.

#### **Research Terminologies**

- **Successful Manager:** defined as the ability of librarians' managers to practice a variety of skills include planning and decision making, human, personal, innovation and development, information technology, and communication skills.

- **Planning and Decision Making Skills:** The ability of librarians' managers to think analytically and solve problem according to scientific methods.
- **Human Skills:** The ability of librarians' managers to deal with their subordinate by attending humanity, and equality. And cooperate with other colleagues.
- **Personal Skills:** The ability of librarians' managers to manage him/her self, by attending self control, hardworking, self confidence, personality power, and appearance.
- **Innovation and Development Skills:** The ability of librarians' managers to develop self and subordinate knowledge, supporting team work, and owing innovation and creative spiritual.
- **Information Technology Skills:** The librarian managers must specialized in LIS, and owing IT skills.
- **Communication Skills:** The ability of librarians' managers to exchange and receive symbols with meaning attended to them.

**Limitations of the Study**

1. This study is mainly concerned with the pre-mentioned objectives and research questions. It is limited to discussing the characteristics of a successful library manager from librarians' perceptive and to investigate the effect of librarians' characteristics on their perceptions.
2. This study sample comprised public libraries and university libraries in Jordan(governmental and private universities)
3. The study conducted between (Dec. 2007 – Feb. 2008).

**METHODOLOGY AND DATA COLLECTION**

**Research Method**

Because this study attempts to determine the characteristics of successful library manager and analyzes the relations between independent and dependent variables, it uses descriptive and analytical method.

**Population and Sample**

The population of the study is the supervisory and non-supervisory employees (librarians) in the public libraries and university libraries in Jordan. Six public libraries have been studied that are Amman Public

Library, Irbid Public Library, Zarqa Public Library, City of Salt Public Library, Karak Public Library, and Ma'an Public Library. Libraries located in the University of Jordan (Amman), University of Yarmouk (Irbid), Balqa' Applied University (Balaqa), Al-Husain University (Ma'an), Philadelphia Private University (Jarash), and Zarka Private University (Zarka) have been also involved in this study. Libraries under study have been selected according to region of the library under study (southern, central, and northern)<sup>1</sup>. A sample of 350 full time librarians—who have more than one year of experience-, has been randomly selected and surveyed. It is worthy to mention that directors, senior librarians, and head of departments have been excluded. Table (1) shows the response rate of the sample.

**Table (1): Response Rate of the Sample**

Number of questionnaires distributed	350
Number of replies received	289
Response Rate (percentage)	82.57%
Usable responses	256
Percentage of Usable responses of questionnaires	73.14%

The characteristics of the sample are shown in Table (2). It shows that 53 percent of respondents work in public libraries and 47 percent in libraries located in one of the local universities. It also shows that 57 percent of the respondents are females and 43 percent are males. Concerning the level of education of librarians, the percentage of those who hold bachelor degree is the highest (62 percent), followed by those who hold a diploma (27 percent). According to their job category, 22 percent of the librarians fill supervisory jobs and 78 percent fill non-supervisory jobs. Only 39 percent of the respondents hold a degree in library science. Finally, about 41 percent of the respondents have less than 5 years of experience in their jobs, 29 percent have between 5 and less than 10 years of experience, while those who have 10 years and more are 30 percent.

<sup>1</sup> The northern region includes: Irbid, Jerash, Ajloun, and Mafraq. The central region includes: Amman, Balqa, Zarqa, and Madaba. The southern region includes Karak, Tafileh, Ma'an, and Aqaba.

**Table (2): The Main Characteristics of the Sample**

Category	Frequency	Percentage
<b>Type of Library</b>		
University Library	121	47%
Public Library	135	53%
<b>Gender</b>		
Male	109	43%
Female	147	57%
<b>Level of Education</b>		
Secondary and less	28	11%
Diploma	69	27%
Bachelor	120	47%
Higher Education	39	15%
<b>Type of Job</b>		
Supervisory	56	22%
Non-Supervisory	200	78%
<b>Specialization</b>		
Library Science	100	39%
Others	156	61%
<b>Years of Experience</b>		
Les than 5 years	104	41%
5 to less than10 years	74	29%
10 to less than15 years	37	14%
15 years and More	41	16%

**Procedure**

Researchers used a survey-questionnaire approach to gather data. The study was based on two stages to collect data. In the first stage, a sample of 100 employees (librarians) has been randomly selected and surveyed to get their point of view concerning the main characteristics a successful library manager must have. These characteristics have been summarized and ranked according to frequencies and relative importance. The most frequent characteristics have used for the purpose of this study. In the second stage, a questionnaire based on stage one and the available literature review has been

prepared in Arabic in order to enable the employees (librarians) understand and answer the questions clearly.

**Data collection and measures**

Data were collected from study sample via face to face survey, The questionnaire consists of two sections. The first covered the administrative variables and the second covers 25 statements representing the characteristic a successful library manager must have. The Librarians were asked to provide their point of view towards these statements. The variables were described as statements related to librarians' feelings about factors influencing their perception. The scale consists of self-assessment terms describing individual perception as follows: 1 strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree. From the factor analysis results, the variables relating to the characteristics of successful library manager are grouped into six main categories as follow: planning and decision-making, human, personal, innovation and development, communication, and information technology.

**Validity and reliability of the questionnaire**

To examine the validity of the survey instrument, the components of the questionnaire has been assessed by experts. Moreover, a pilot study on 30 librarians has been conducted to solicit their opinions of the tool as to clarity and the extent that each phrase meets with the study objectives. In the light of the referees' and librarians' notes, the questionnaire was modified according to their valuable comments. The reliability of study instrument was tested Reliability refers to the degree of consistency of a scale. Internal consistency was estimated to each dimension of the characteristics of a successful library manager. All the reliability coefficients of all measures were acceptable since they exceeded the minimum accepted level of 0.60 as shown in Table 3 (Sekaran, 2003).

**Table (3): Reliability of study Dimensions**

Dimensions	Cronbach Alpha
1. Planning and Decision Making Skills	.86
2. Human Skills	.82
3. Personal Skills	.85
4. Innovation and Development Skills	.74
5. Information Technology Skills	.76
6. Communication Skills	.81

**Table (4): Factor Structure of the Characteristics of a Successful Library Manager**

No	Statement	Factor					
		1	2	3	4	5	6
1.	Communicating skills						-.532
2.	Planning his/her activities	.731					
3.	Determining his/her objectives	.736					
4.	Determining work priorities	.868					
5.	Managing his/her time effectively	.699					
6.	Decision making according to scientific methods	.512					
7.	Equal in his/ her Dealing with others		.547				
8.	Self confidence			.653			
9.	Participate employee in decision making	.594					
10.	Hard working			.627			
11.	Own innovation and creative spiritual				.642		
12.	To develop his/ her employees				.541		
13.	Attend to his / her appearance			.542			
14.	Objectivity in performance evaluation				.542		
15.	Be humanity in dealing with others		.642				
16.	Apply the scientific supervision principles		.598				
17.	Cooperate with other colleagues		.549				
18.	Understanding his/her subordinate `s problem and trying to solve it	.662	.742				
19.	Develop self knowledge and skills				.641		
20.	Prefer to work as team and support it				.620		
21.	Owing IT skills					.542	
22.	Personality power			.653			
23.	Listening skills						.646
24.	Self control			.706			
25.	Specialized in LIS					.828	

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization

**Table (5): Means, Standard Deviations, Correlations**

Variable	Mean	Standard Deviation	1	2	3	4	5
1	4.39	.582					
2	4.30	.624	.698**				
3	4.41	.520	.736**	.744**			
4	4.39	.552	.718**	.701**	.765**		
5	4.38	.693	.415**	.571**	.529**	.502**	
6	4.19	.856	.492**	.368**	.506**	.586**	.245**

\*\*P <0.01  
 (1) Planning and Decision Making Skills, (2) Human Skills, (3) Personal Skills, (4) Innovation and Development Skills, (5) Information Technology Skills, And (6) Communication Skills.

**Data Analysis**

Principal component factor analyses is used initially to verify the internal validity of the measures and to classify the instrument into variables. Next, descriptive statistics such as means, standard deviations, and correlations were calculated. Two independent sample t-tests and one way ANOVA were used to test study hypotheses, after examined the assumptions of randomness and independence, normality, homogeneity of variance (Berenson et al., 2005).

**Factor Analyses of the Variables**

A principal component factor analysis with Varimax rotation is used to validate the underlying structure of managerial practices. In interpreting the factors, only a loading of 0.50 or greater on one factor and 0.35 or lower on the other factors are considered (Igbaria et al., 1995). Results of the Varimax rotated analysis of managerial practices indicated the existence of six significant factors as originally conceptualized with eigenvalues greater than one explaining 62.07 percent of the variance. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy

value for the items is 0.853 indicating sufficient inter-correlations, while the Bartlett's Test of Sphericity is significant (Chi square = 3017.09,  $p < .001$ ). These factors were named planning and decision making (7 items),

human skills (5 items), personal skills (5 items), innovation and development skills (5 items), and information technology (2 items), communication skills (2 items), respectively, see Table (4).

**Table (6): Two Independent Sample T-Test Results-Gender**

Variable	Male	Female	T-value	P-value
10 Planning and Decision Making Skills	4.407	4.381	.353	.724
11 Human Skills	4.378	4.243	1.723	.086*
12 Personal Skills	4.451	4.388	.963	.336
13 Innovation and Development Skills	4.458	4.345	1.640	.102
14 Information Technology Skills	4.550	4.253	3.475	0.001*
15 Communication Skills	4.123	4.253	-1.213	.226

\*Sig<0.05

**Table (7): Two Independent Sample T-Test Results-Type of Job**

Variable	Supervisory	Non-Supervisory	t- value	P-value
1. Planning and Decision Making Skills	4.493	4.363	1.494	.136
2. Human Skills	4.411	4.270	1.507	.133
3. Personal Skills	4.467	4.400	.854	.394
4. Innovation and Development Skills	4.460	4.374	1.032	.313
5. Information Technology Skills	4.351	4.388	-.357	.721
6. Communication Skills	4.184	4.201	-.134	.893

\*Sig<0.05

**Means, Standard Deviations, and Correlations, of Study Variables**

Table (5) shows the mean, standard deviation, and inter-correlation coefficients between all variables. The mean values of all variables of a successful manager were slightly on the high side ranging from 4.19 to 4.41. The standard deviations for these variables ranged from 0.520 to .856. In terms of the correlation coefficients, they ranged between .245 and .744. The positive and significant correlations coefficients indicate that there is an integration relation between all characteristics of successful managers.

**Hypotheses Testing**

**H11: Gender of librarians has no statistical significant effect on their perception towards characteristics of a successful library manager.**

The two independent sample t-test results shown in Table (6) show that there is no statistical significant difference in the perception of the librarians towards some of the characteristics of a successful library manager and skills according to their gender. The t-values and the P-value are as follow: decision making skills ( $t=.353$ ,  $p=.724$ ), human skills ( $t=1.723$ ,  $p=.086$ ), personal skills ( $t=.963$ ,  $p=.336$ ), innovation and

development skills ( $t=1.640$ ,  $p=.102$ ) and communication skills ( $t=-1.213$ ,  $p=.226$ ). However, the table also shows that there is a statistical significant difference concerning the importance of information technology skills ( $t=3.475$ ,  $p=0.001$ ). Thus, we can say that males perceived the importance of these skills more than females, because female is interested in other things related to themselves and family, also The female prefer working in the public services more than the technical services which require less IT skills

**H12: Type of job of librarians has no statistical significant effect on their perception towards characteristics of a successful library manager.**

The two independent sample t-test results in table (7) show that there is no statistical significant difference in the perception of librarians towards the characteristics and skills of a successful library manager according to their job category. The t-values and the P-value are as follow: decision making ( $t=1.494$ ,  $p=.136$ ), human ( $t=1.507$ ,  $p=.133$ ), personal ( $t=.854$ ,  $p=.394$ ), innovation and development ( $t=1.032$ ,  $p=.313$ ), information technology ( $t=-.357$ ,  $p=.721$ ), and communication ( $t=-.134$ ,  $p=.893$ ). These results indicate the importance of managerial skills regardless of managerial level. Also managerial levels in library sector are limited.

**Table (8): Two Independent Sample T-Test Results –Type of Library**

Variable	University Library	Public Library	t- value	P- value
1. Planning and Decision Making Skills	4.354	4.425	-.975	.330
2. Human Skills	4.251	4.345	-1.198	.232
3. Personal Skills	4.344	4.477	-2.093	.039*
4. Innovation and Development Skills	4.405	4.382	.326	.745
5. Information Technology Skills	4.326	4.427	-1.165	.245
6. Communication Skills	4.310	4.099	1.990	.045*

\*Sig<0.05

**Table (9): Two Independent Sample T-Test Results- Specialization**

Variable	Library	others	t- value	P
1. Planning and Decision Making Skills	4.439	4.362	1.027	.305
2. Human Skills	4.346	4.272	0.925	.356
3. Personal Skills	4.474	4.377	1.460	.146
4. Innovation and Development Skills	4.502	4.324	2.549	.011*
5. Information Technology Skills	4.360	4.392	-.366	.715
6. Communication Skills	4.395	4.073	2.990	.003*

\*Sig<0.05

**Table (10): One Way ANOVA – Level of Education**

Variable	Secondary and less	Diploma	Bachelor	Higher education	F value	P value	Source of Difference
1. Planning and Decision Making Skills	4.371	4.184	4.438	4.638	5.880	.001*	2-3,2-4
2. Human Skills	4.421	4.306	4.263	4.323	.512	.674	-
3. Personal Skills	4.507	4.294	4.445	4.472	1.855	.138	-
4. Innovation and Development Skills	4.400	4.200	4.451	4.554	4.589	.004*	2-3,2-4
5. Information Technology Skills	4.429	4.300	4.397	4.436	.462	.709	-
6. Communication Skills	4.036	3.979	4.281	4.449	3.458	.017*	2-4

\*Sig<0.05

**H13: Type of library has no statistical significant differences effect on the librarians' perception towards the characteristics of a successful library manager.**

The two independent sample t-test in Table (8) shows that there is no statistical significant difference in the perception of librarians towards most of the characteristics and skills of a successful library manager according to the type of library. The t-values and the P-value are as follow: decision making (t=-.975 p=.330), human (t=-1.198, p=.232), innovation and development (t=.326, p=.745), and information technology (t=-1.165, p=.245). But the table also shows that there is a significant difference in the perception of librarians about the importance of communication skills (t=1.990, p=.045) and the mean show the librarians who work at university libraries perceive the importance of communication skills more than those who work at public libraries, because university library mangers

deal with an academic comminutes. Moreover, librarians who work at public libraries perceive higher importance of personal skills (t=.854, p=.394) than those work at university libraries, this results can be explained because education level of mangers in public library is less than managers in universities library. This difference in the level of education reflects differences in their personal characteristics.

**H14: Librarians' specializations (field of study) have no statistical significant effect on the librarians' perception towards characteristics of a successful library manager.**

The two independent sample t-test results in Table (9) show there is no statistical significant difference in the perception of the librarians towards the characteristics and skills of a successful library manager according to their specializations in general. The t-values and the P-

value are as follow: decision making ( $t=1.027$   $p=.305$ ), human ( $t=.925$ ,  $p=.356$ ), personal ( $t=1.460$ ,  $p=.146$ ), and information technology ( $t=-.366$ ,  $p=.715$ ). But the results reveal the librarians who are specialized in library science perceived the importance of innovation and development skills ( $t=2.549$ ,  $p=.011$ ), and communication skills ( $t=2.990$ ,  $p=.003$ ) than others. This results can be explained because the personnel specialized in library have more knowledge related to library work, so they prefer the manager who has Innovation and Development Skills and those who have Communication Skills because they prefer common language.

**H15: Level of education has no statistical significant effect on librarians' perception towards the characteristics of a successful library manager.**

The one way ANOVA results shown in Table (10) show that there is no statistical significant difference in the perception of librarians towards all the characteristics and skills of a successful library manager according to

their level of education in general. But it also shows there is a significant difference in the librarians perception towards the importance of planning and decision making skills ( $F=5.880$   $p=.001$ ) and innovation and development skills ( $F=4.586$ ,  $p=.004$ ). Moreover, the Tukey test shows that librarians who hold a Bachelor or more give more weight to these skills than those who have diploma degree. The results also show that the statistical significance difference in the importance of communication skills( $F=3.458$ ,  $p=.017$ ) where the Tukey test shows that librarians with higher education perceived the importance of this skill more than those with diploma degree. In general, we conclude that the librarians with higher level of education perceived the importance planning and decision making skills, innovation and development skills, and communication skills than others, because they favor the type of managers whom participating them in decision making, supporting their ideas, and creating appropriate communication channel.

**Table (11): One Way ANOVA–Years of Experience**

Variable	<5 years	5-<10 years	10- <15 years	+15 years	F value	P Value	Source of difference
1. Planning and Decision Making Skills	4.540	4.303	4.301	4.265	3.910	.009*	1-2,1-4
2. Human Skills	4.365	4.205	4.286	4.324	.980	.403	-
3. Personal Skills	4.473	4.365	4.438	4.338	.990	.398	-
4. Innovation and Development Skills	4.435	4.301	4.476	4.381	1.172	.321	-
5. Information Technology Skills	4.462	4.187	4.351	4.548	3.360	.019*	1-2, 2-4
6. Communication Skills	4.303	4.200	4.095	4.024	1.284	.280	-

\*Sig<0.05

**H16: Years of experience have no statistical significant effect on his/her perception towards characteristics of a successful library manager.**

The one way ANOVA results shown in Table (11) show that there is no statistical significant difference in the perception of librarians towards the characteristics of a successful manager according to their years of experience in general. The F- value and p-value of these characteristics are as follow: human skills ( $F=.980$ ,  $p=.403$ ), personal skills ( $F=.99$ ,  $p=.398$ ), innovation and development skills ( $F=1.172$ ,  $p=.321$ ), and communication skills ( $F=1.284$ ,  $p=.280$ ). But the results also show that years of experience do affect the librarians' perceptions towards the importance of decision making skills ( $F=3.910$ ,  $p=.009$ ) and information technology

skills ( $F=3.360$ , $p=.019$ ). Moreover, the Tukey test shows that librarians who have 5 years or less of experience perceived the importance of decision making skill than those who have (10-<15) years and 15 years. It also the librarians who have 2-<10 years of experience less perceived the importance of information technology skill than the those who have less than 5 years of experience and those who have more than 15 years and more. In general, we conclude that less experienced employee is perceived the importance planning and decision making than other groups, this results informed the important role of library managers in guiding and supporting those that are less experienced. Also less experiences are more prefer the managers has IT skills, because of Computer literacy has been recognized as an essential elements n

the Jordanian universities also the group (15 years and more) prefer the managers has IT skills, because they aware the importance of IT in library fields.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

This study answers the questions, what are the characteristics of a successful library manager from the librarians perception and do the characteristics of librarians affect their perception? The factor analysis test showed that from the librarians' point of view a library manager need to acquire sixth types of skills that are :decision making skills, human skills, personal skills, innovation and development skills, information technology skills, and communication skills. However, these skills were ranked according to their importance from the librarians' point of view as follow: personal skills, decision making skills, innovation and development skills, information technology skills, human skills, and communication skills. The importance of each category of skills differs according to gender, type of library, specialization, and years of experience, while type of job didn't effect on the librarians' point of view. Librarians in universities' libraries confirm on the importance of communication skills, while those working in public libraries see personal skills more important than others types of skills. Those who are specialized in

library science see that the most important skills are innovation and development skills and communication skills. Librarians who hold bachelor degree or above argue that decision making skills and innovation and development skills are important for a successful manager.

### Recommendations

Through the study's findings, the following recommendations are suggested:

1. All managerial skills must be taken into consideration when selecting managers for libraries.
2. Current library managers actively support newer librarians by providing them with the experience and training needed to become the next generation of managers and leaders.
3. It is important to appoint the managers who are specialized in library and information science.
4. It is important to participate the librarian's personnel in decision making mainly the personnel with higher education and more experience.
5. It is important to create a appropriate communication channel between the supervise and their employee to allow them giving a new ideas.

More studies in this field are recommended to examine impact of the characteristics of head librarian on the performance and satisfaction of the employees.

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