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Social Media Capabilities In Academic Libraries:
Influence on librarians' agility and relationship quality (librarian-user)

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Abstract
This study explores the impact of social media on academic libraries, focusing on librarians' agility and relationship quality. It collected quantitative data from 30 librarians at Tun Abdul Razak Library using an online survey. The study's objectives included measuring social media capability, assessing its influence on librarian's agility and relationship quality, and examining how library policies moderate the relationship librarians' agility and relationship quality with users. The findings indicate that respondents had a high level of social media capability, which positively influenced both librarians' agility and relationship quality with users.

Keywords: academic libraries ; librarians' agility ; librarian ; social media

1.0 Introduction
Although previous studies have showed interest in social media values for organizations, there are very limited empirical studies on finding the influence of using social media on the librarians' agility and relationship quality (librarian-user). There is a gap in the past literature which is: (i) Uncertainty regarding the effects of social media capability on librarians' agility and relationship management (Becker, 2021; Mayowa & Adebara, 2018; Hassanzadeh, Saberi, & Doroudi, 2020), (ii) Incapability of social media in providing an ideal length to examine the process of value creation (Ahmadi & Ershadi, 2021) in librarians' agility led to relationship quality (librarian-user). Hence, future-ready librarians must be prepared to provide a wider range of communication materials. As a result, users will be able to communicate more effectively with the library as well as with one another and the wider outside world (Singh, 2020). According to Wan et al. (2019), with the rapid increase of smart phones, more than 66% of the people in the world have access to social media. According to the Malaysian Communication and Multimedia Commission (2020), the internet users increased 1.3% from 87.4% in 2018 and the highest places access to the internet was from home which consists of 70.5%. The top five online activities were for text communication (98.1%), social media (93.3%), watching the video (87.3%), voice/video communication (81.1%), and getting information (74.3%). The top five social networking applications recorded by Malaysian Communication and Multimedia Commission (2020) were Facebook

(91.7%), YouTube (80.6%), and Instagram (63.1%). The Web 2.0 ecosystem logic encompasses the ability to connect many actors in an organization, support business processes, and the flow of information to create network effects which would improve the effectiveness of business (Mama Irbo & Abdulmelike Mohammed, 2020). With the explosion of social media use around the world, Malaysian internet users are also affected. Merriam-Webster (2023) defines social media as forms of electronic communication (such as websites for social networking and microblogging through which users create online communities to share information, ideas, personal messages, and other content such as videos. The number of libraries using social media is growing. According to Mogale & Bopape (2023), library blogs and Facebook were the most popular Web 2.0 applications used by the library at University of Limpopo, South Africa. Based on Statista (2022), as of the first quarter of 2022, Facebook had almost three billion monthly active users and has only ever experienced an upward trajectory in global users for well over a decade. In this context, researchers have focused on how social media is used in libraries, as well as the attitudes of librarians or users towards libraries' use of social media. However, little research has been conducted on how social media can effectively influence librarians' agility and library user relationships.

Nomenclature 9 AN
A   radius of
B   position of
C   further nomenclature continues down the page inside the text box

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2.0 Literature Review

Social networks effectively put the library in the users' online environment by providing a higher level of accessibility to information. The function of the librarian has changed from one of passive to one of active engagement. As mentioned by Choi (2018), social media enables users to develop bridging and bonding social capital. Significantly, while librarians struggle to meet the rapidly changing information needs and expectations of users in the twenty-first century, the rise of social media has provided a further challenge (Ternenge, 2020). Adetayo (2022) suggested that the use of social media among librarians can improve their research results. Here it can be known that indeed social media can change a person's professionalism but what are the variables of the capability of social media. Becker (2021) shared that in the library's excitement to promote convenience to its users it also opens the confidentiality of data. Platform TikTok which became popular because of short-form video content becoming popular in the latter part of 2010s (broadbandsearch.net, 2023). So, it is true that the capability of social media is unmatched. It should be noted that as librarians they need to educate users in maintaining data confidentiality. In the medical library sector, LAUTECH Teaching Hospital Library and LAUTECH College of Health Sciences Medical Library have conducted a study and found that information literacy uploaded in the library's social media platform increases information-seeking behavior and search access to health also increases (Oluremi et al., 2021). However, to what extent their ability can further strengthen the relationship with library users. Howard et al. (2018) found in their research at Purdue University that students need to receive all types of content from the libraries on Facebook, Twitter, and Instagram. This evidence is one of the cases found and this is related to librarians' agility.

2.1 Overview of social media use in libraries

Social media such as wikis and blogs has been adapted by librarians as online forum communication tools (Pirshahid, Naghshineh, & Fahimnia, 2016) to generate creative content, spreading information and getting feedback from users (Vucenovic, 2021). The widespread and diverse use of social media tools in libraries has a huge impact on social interactions among individuals, communities, and societies of all ages (Akeriwa et al., 2015), mainly among college and university students. These tools include Facebook, Twitter, YouTube, LinkedIn, Tumblr, Instagram, Pinterest, Vine, Google Plus, and Flickr. Previous studies such as by (Sahabi & Ogunbote, 2021; Clark & Bacon, 2018; Howard et al., 2018; Bharucha, 2018) have shown that social media platforms are widely used to achieve the goals of libraries in the digital age. The social media mentioned by Abubakar (2019) is a potential platform for engaging with library users. Kingsley (2018) found that 68% of academic libraries in Alaska use social media to engage and interact with patrons, students, or community members. Harrison et al. (2017) agree that academic librarians believe that social media empowers them to engage with stakeholder groups. Martin & Eisenhardt (2000) argued that dynamic capabilities are specific and identifiable processes encompassing product development, strategic decision making, and collaboration. Pashootanizadeh & Rafie (2020) mentioned that the users claim that the "interaction capability" was the main focus of social media marketing for libraries. Meanwhile, from directors' point of view, the most important objectives of marketing libraries on social media are "portraying an accurate representation of the library's role" and "informing users about library services." Sharyna & Basri (2018) identified that the uniqueness of social media with "high tech", "interactive", and "blend" with the "human touch" gave a valuable means for libraries to provide information resources and services beyond the walls. In Ghana, the academic libraries adopted social media applications such as Facebook for provision and access to library services and resources as well as for contacting the academic libraries (Mensah & Onyancha, 2021). In Malaysia, according to

a study done by A'dillah et al. (2016) that Malaysian research universities libraries, Facebook provided the greatest impact as a promotional tool, dissemination of information, answering users' inquiries and providing feedback on the promotional initiatives.

2.2 Social media capabilities
The emergent of online social media in recent years has greatly streamlined how people engage with one another. These platforms make it simple for users to connect with others, exchange information, and keep up with the latest news and trends (Zhang & Ghorbani, 2020). Because of the confusing information in social media today, the information process is very important and needs to be prioritized so that social media users are not confused (Buchanan, 2020). As the contents produced and published by libraries have become increasingly digital, libraries have begun integrating techniques that leverage the powerful network capabilities offered by social media (Magoi, Abrizah, & Yanti Idaya Aspura, 2020). The findings (Bai & Yan, 2023) show that having good social media capabilities within a firm has a positive effect on both business performance and customer connection. Furthermore, the relationship between a company's social media competence and its performance is significantly influenced by the CEOs' skill in using social media. Marchand, Hennig-Thurau, & Flemming (2021) suggested that the social media brand of the organization has a relationship with the performance. The advantages of developing social media capabilities early on are long-lasting and have important consequences for management. Social media capabilities include information processing, relationship, service innovation, and tools. Meanwhile, capabilities can be defined as an organization's ability to assemble, integrate, and deploy resources to achieve a competitive advantage (Martin & Eisenhardt, 2000; Rapp, Trainor & Agnihotri, 2010). Information processing capability was defined by Chuang (2020) as an internal capability which helps firms to quickly convert data and information into insights that can provide valuable resources for network partners (Zahra & George, 2002). Service innovation may refer to new service design and development, innovation in processes, and organizational innovation (Islam, Agarwal, & Ikeda, 2015). Relationship capability often relates to customer relationship management (Bhatti et al., 2019). Social media tools like Facebook, YouTube, LinkedIn, and Twitter are modern technologies that accommodate people's needs, especially those of the younger generation (Liu, 2010).

2.3 Librarians' agility
A 21st century librarian should be adaptable, flexible, helpful, persistent, enthusiastic, passionate, innovative, forward-looking, willing to serve, brave to express ideas, a critical thinker, a problem solver, committed to life-long learning, open minded to new challenges and technologies, have genuine care and concern about the profession in general and the organization in particular (Chan, 2012). With the development of information technology, the abundance of knowledge available on various social media platforms, and other resources that can support educational activities, Wahyuningrum, Bustari, & Rahmawati (2019) emphasized that the abilities of librarians are urgently needed. A firm's communication with customers using social media is crucial for creating and sharing social information associated with the capabilities of information processing; this provides firms with insights related to agility (Cai et al., 2018; Pitafi, Liu, & Cai, 2018). Other scholars also found that the organization performance is influenced by the organizational agility and the effectiveness of human resources (Saha, Gregar, & Sáha, 2017). Three basic dimensions found in organizational agility by Wendler (2016) that were agility prerequisites, agility of people and structures enhances agility. Agility reflects the ability of employees to quickly perceive external changes and to react precisely to what is the collection, interpretation and use of relevant information (Alavi et al., 2014). To build such agility, employees must have sufficient sources of information and skills to process this information. In particular, agility includes the component of promptly recognizing external changes, which means that employees have to call up a large amount of information from several locations (Ma & Karaman, 2017; Wageeh, 2016). In addition, agility represents the ability to react appropriately to sudden changes, which requires efficient information processing methods such as interpretation, integration and use (Daft & Lewin, 1993; Mao et al. 2017). At the same time, Park (2011) noted that the dimensions of the OA are three main types (sensing agility, decision agility and action agility). Leaders must develop unique management skills to successfully explain the internal and external dynamics of their organizations in this constantly shifting environment. Consequently, their organizations must be transformed by putting into practice strategies that encourage innovation and agility (Akkaya, 2019).

2.4 Library policy
Social media has become a crucial tool for marketing, collaboration, and communication among academic librarians. However, there is debate concerning the use of social media in academic libraries, particularly in developing countries (Magoi, Aspura, & Abrizah, 2019). A library's operations and services are governed by its policies, which provide librarians with clear guidelines to ensure efficient service delivery (Ilesanmi, 2021). Milligan (2019) noted that the social media posts written by individuals may include private, delicate, and sensitive information while also reflecting modern living. Bryan & Larsen (2017) believed that libraries should have a social media policy for their employees in doing their job because this is to avoid cybercriminals and other technological threats. Shiozaki (2022) mentioned that based on these perspectives, content that is personal, private, or presented from a first-person point of view on the internet should be treated with utmost respect, regardless of whether it's accessible to the public. Boruah, Gayang, & Ravikumar (2022) did mention that the Social Media policy (SMP) gives libraries instructions on how to utilize social media in an organized and systematic way to provide services and information, get user input, and maintain user involvement.

2.5 Relationship quality
Researchers and practitioners have introduced the term relationship quality into relationship management. Relationship quality is generally described by three main dimensions: engagement, satisfaction and trust. In the business-to-business (B2B) context of electronic media, trust can be defined as a measure of keeping promises and confidential cooperation with business partners. A trust

exists when one party has confidence in the reliability and integrity of the other. Engagement reflects the partner's intention to maintain the relationship and their willingness to make efforts to keep the relationship (Chou et al., 2015; Rauyruen & Miller, 2007). Finally, satisfaction is defined as the overall level of customer satisfaction based on all of their experiences with a company (Garbarino & Johnson, 1999; Williams & Naumann, 2011).

2.6 Models and framework for assessing social media capabilities
Researchers have developed various models and frameworks for measuring social media capabilities.
   Prominent models include:
   ● Uses and Gratification Theory (Hossain, Kim, & Jahan, 2019)
   ● Social Media Specific Strategic Resources & Dynamic Capabilities (Marchand, Hennig-Thurau, and Flemming, 2020)
   ● Dynamic Capability Approach (Chuang, 2020)
This study used the dimensions from Chuang (2020). This model was chosen because the existing operational agility with social media has been replaced by a new, inclusive concept of agility that requires determining how companies can achieve agility through social media. This study adapted the dimensions of the dynamic capability approach to examine social media capability. At the same time, library policy was found to be a moderating variable in the relationship between librarian agility and relationship quality.

3.0 Methodology
This descriptive study extends the work by Mad Khir Johari et al. (2013). It focuses on the influence of social media capability on librarians' agility and librarian-user relationship quality. As mentioned above, social media improves librarianship capabilities. Studies have revealed that academic librarians use social media for many purposes. However, there is still limited research on the benefits and extent of such usage. This study sought to involve a sample of librarians from Tun Abdul Razak Library, Universiti Teknologi Mara (UiTM), Shah Alam, Selangor. The data for this study were collected through a survey questionnaire administered to 30 academic librarians at Tun Abdul Razak Library, UiTM from 28 April 2022 until 23 May 2022. The 46-item questionnaire was developed based on the works of Marchand, Hennig-Thurau, & Flemming (2020), Chuang (2020), Hinchliffe & Leon (2011), Eisenhardt & Martin (2020). The respondents were instructed to choose the answer most relevant to them using the following scale: 1=Strongly Disagree, 2=Disagree, 3=Somewhat Disagree, 4=Not Sure, 5=Somewhat Agree, 7=Agree, 8=Strongly Agree.

4.0 Reliability of the instruments
All items in the instrument were found to have high consistency, with Cronbach's alpha values exceeding 0.7. Sekaran (2000) stated that for an instrument to be considered good, the minimum acceptable Cronbach's alpha value is 0.60. In the meantime, Dillon, Madden, & Firtle (1994) indicated that scores over 0.50 are acceptable. The Cronbach's alpha values of the items are presented in Table 1.

Table 1. Reliability of the instrument measures

Measures	No. of variables	No. of items	Cronbach's alpha
Social Media Capability			
Information Processing Capability	1	5	0.972
Relationship Capability	1	5	0.756
Service Innovation Capability	1	5	0.899
Tools Capability	1	5	0.772
Librarians' Agility			
Sensing Agility	1	3	0.919
Decision Making Agility	1	3	0.958
Acting Agility	1	3	0.879
Relationship Quality			
Relationship Trust	1	4	0.807
Relationship Commitment	1	4	0.813
Relationship Satisfaction	1	4	0.965
Library Policy	1	5	0.912

5.0 Findings

5.1 Respondents' demographic profile
The 30 academic librarians in the sample, 26.7% (8) are males, whereas 73.3% (22) are females. Regarding their length of library service, 26.7% of the respondents had served as academic librarians for 6-10 years, 53.3% for 11-15 years, 6.7% for 16-20 years, and 13.3% for 21-25 years. In terms of their age, 30 or (57%) of the respondents are between 30-39 years old, 30 are between 40-49 years old, and 13% are over 49 years old. In relation to their academic qualifications, 63% of the respondents hold a Master's degree, 34% hold a Bachelor's Degree, and 3% hold a PhD. All the respondents are working permanently in the library, and all are from non-research universities.

5.2 Social media capability

By using a model from Dynamic Capability Approach (Chuang, 2020), the variables for the social media capability were identified. There are four variables under social media capability which is information processing capability (Akhtar et al., 2018; Gubbi et al., 2013; Cai et al., 2018; Pitafi, Liu, & Cai, 2018), relationship capability (Bhatti et al., 2019; Foltean, Trif, & Tuleu, 2019; Agnihotri et al., 2016; Trainor & Andzulis, 2014)., service innovation capability (Hertog, 2004; Heskett, 1986; Lubanga & Mumba, 2021; Anaqi, Mad Khir Johari, & Siti Arpah, 2018; Ginting et al., 2018) and tools capability (Buono & Kordeliski, 2012; Baruah, 2012; Anari et al., 2013; Gavino et al., 2019). As shown in Table 2, the highest mean score of the variables was 5.860, which was tools capability, while the lowest mean score was 4.892 for relationship quality. The high mean score for tools capability indicates that academic librarians agreed that tools capability would affect their agility in terms of using social media to encourage library programs and advertise their programs. Information processing capability is an internal capability which helps libraries to transform data and information into insight that can provide valuable resources for network partners (Chuang, 2020). The second highest mean score, 5.848 was obtained by information processing capability. Librarians more agreed with item 3 that "I can use the information from social media for interaction with the user." Leskovar & Bastic (2007) argued that information processing capability is determined by driving forces, usually under a firm's authority. Service innovation capability had the third highest mean score, 5.640. This result signifies that social media creates service innovation capability. These findings provide evidence that the theory used i.e., Uses and Gratification Theory (Hossain, Kim, & Jahan, 2019), Social Media Specific Strategic Resources & Dynamic Capabilities (Marchand, Hennig-Thurau, & Flemming, 2020), and Dynamic Capability Approach (Chuang, 2020) were particularly appropriate in research related to social media capability influence librarians' agility and relationship quality (librarian-user). In the form of librarians' agility, such as promoting library products and services. New service design and growth, process innovation, and operational innovation are all examples of service innovation (Miles, 1993). The lowest-scoring social media capability was relationship capability, with a mean of 4.892. Librarians more agreed with item 7 that "Social media as a connected network helps librarians communicate with users." Boateng (2016) mentioned that social media creates two-way relationships that trust and satisfaction could exist between librarians and users. Chang, Shen, & Liu (2016) reported that the advantages of social media use include improving user trust. While Agnihotri et al. (2016) stated that social media enhances customer satisfaction and understanding.

Table 2. Descriptive profile of social media capability

Items		Mean	Std. error	Std. Dev.	Var.	Min	Max
Information Processing Capability							
1	I can use the information from social media for user usage	5.830	0.215	1.177	1.385	2	7
2	I can use the information from social media to facilitate user	5.870	0.208	1.137	1.292	2	7
3	I can use the information from social media for interaction with the user	5.970	0.200	1.098	1.206	2	7
4	I can use the information from social media to guide the user	5.770	0.213	1.165	1.357	2	7
5	I can use the information from social media to communicate with the user to verify their needs	5.800	0.217	1.186	1.407	2	7
	Average	5.848	0.211	1.153	1.329	2	7
Relationship Capability							
6	Social media as a connected network helps us interact with users	5.830	0.362	1.984	3.937	1	7
7	Social media as a connected network helps us communicate with users	6.000	0.314	1.690	2.857	1	7
8	Social media as a connected network helps us generate knowledge with users	5.600	0.361	1.976	3.903	1	7
9	Social media as a connected network helps us evaluate the technical feasibility of developing new services	5.300	0.393	2.152	4.631	1	7
10	Social media as a connected network helps us analyze the relationship with users	1.730	0.106	0.583	0.340	1	3
	Average	4.892	0.307	1.677	3.134	1	6.2
Service Innovation Capability							
11	Our library shared new products (ex. Kindle) and services	5.900	0.350	1.918	3.679	1	7
12	Our library is flexible in introducing the product & services via social media	6.000	0.356	1.948	3.793	1	7
13	Our library develops in-house solutions to improve the product & services via social media	4.870	0.467	2.556	6.533	1	7
14	Our library actively works to constantly adjust the product and services via social media	5.700	0.384	2.103	4.424	1	7

15	Our library adopts innovative work in designing the product & services via social media	5.730	0.359	1.964	3.857	1	7
	Average	5.640	0.380	2.098	4.457	1	7
Tools Capability							
16	Our library fully used social media to connect with customer need	5.630	0.364	1.991	3.964	1	7
17	Our library staff have the technical capability to handle the social media	5.330	0.411	2.249	5.057	1	7
18	Our library varieties of social media to advertise the program and resources	6.340	0.286	1.542	2.377	1	7
19	Our library used social media as their means of communication	5.700	0.369	2.020	4.079	1	7
20	Our library used social media tools to encourage library program facilities while also increasing the library's visibilities	6.300	0.254	1.393	1.941	1	7
	Average	5.860	0.337	1.839	3.484	1	7
	Average Social Media Capability	5.560	0.309	1.692	3.101	1.25	6.8

5.3 Librarians' agility

Agility means the successful use of competitive bases like speed, flexibility, innovation, and quality, as well as utilizing the integration of reconfigurable resources and best practices of a knowledge-rich environment to provide customer-driven products and services in a fast-changing environment (Yusuf et al., 1999). Three variables which adapted from Park (2011) and Wageeh (2016) were used to measure the librarians' sensing, decision making, and acting agility. All the items recorded mean values greater than 6.0, and the overall mean score 6.027 (Table 3). Sensing agility stood at a mean value of 6.050, showing that sensing agility applied to academic librarians. Librarians more agreed with item 3 that "The organization has been fast to detect changes in technology." This means that with the social media capabilities, the librarians quickly can adapt with any changes coming. The average mean score for decision making agility was 6.010, meaning that the academic librarians' can be identified through their handling of projects for which the use of information technology is required. Librarians more agreed at item 6 that "The organization carries out a specific action plan to meet customer needs without any delay." This means that librarians can plan efficiently when they meet their customers using online social media. While for the acting agility, librarians more agreed with item 7 that "The organization can reconfigure its resources in the proper time." This means that the librarians can redesign the library resources anytime by using social media.

Table 3. Descriptive profile of librarians' agility

			N=30				
Items		Mean	Std. error	Std. Dev.	Var.	Min	Max
Sensing Agility							
1	The organization has been fast in terms of detecting changes that occur in customer preferences for products	5.930	0.143	0.785	0.616	4	7
2	The organization has been fast in terms of detecting changes that occur in customer preferences for products	6.000	0.144	0.788	0.621	4	7
3	The organization has been fast to detect changes in technology	6.230	0.133	0.728	0.530	5	7
	Average	6.050	0.140	0.767	0.589	4.33	7
Decision Making Agility							
4	The organization analyzes important events concerning customers, competitors, and technology without delay	5.930	0.166	0.907	0.823	4	7
5	The organization detect the opportunities and threats to changes in customers, competitors, and technology in time	6.030	0.155	0.850	0.723	4	7
6	The organization carries out a specific action plan to meet customer needs without any delay	6.070	0.151	0.828	0.685	4	7
	Average	6.010	0.157	0.862	0.744	4	7
Acting Agility							
7	The organization can reconfigure its resources in the proper time	6.070	0.151	0.828	0.685	4	7
8	The organization can readjust operations carried out promptly	6.030	0.131	0.718	0.516	5	7
9	The organization can use new technology at the proper time	5.970	0.148	0.809	0.654	4	7
	Average	6.020	0.140	0.785	0.618	4.330	7
	Average Librarians' Agility	6.027	0.146	0.805	0.650	4.22	7

5.4 Relationship quality

Relationship quality is a composite or multidimensional construct that captures various dimensions of a relationship and its strength (Palmatier et al., 2006). The variables for the relationship quality were identified based on past literature. Relationship quality leads to positive customer outcomes (Roy & Eshghi, 2013). The relationship quality domain was measured using three variables, namely relationship trust (Morgan & Hunt, 1994; Garbarino & Johnson, 1999; Chenet, Dagger, & O'Sullivan, 2010), relationship commitment (Palmatier et al., 2006; Garbarino & Johnsons, 1999; Chenet et al., 2010), and relationship satisfaction (Palmatier et al., 2006; Verma et al., 2016; Clemes et al., 2008; Hassanzadeh, Saberi, & Doroudi, 2020), as displayed in Table 4. These three variables recorded mean scores of 5.707, 6.007 and 6.470, respectively. The highest mean score was recorded by relationship satisfaction with 6.470, which is considered high. The high scores implies that academic librarians agreed with the notion of relationship satisfaction between users. Librarians more agreed on item 9 which states that "Our priority is on customer satisfaction." This means that customer satisfaction was their priority in providing the services. While for relationship trust, the item 4 "We and our user have good relations," recorded mean scores 6.170 and it means that librarians more agreed that they have a good relationship of trust with their users. For the relationship commitment, item 5 "We and our user and do our best to maintain the relationship," recorded mean scores 6.170 and it means that librarians do the best to their users in maintaining their relationship. Social media influences different dimensions of a relationship and can promote close relationships with customers (Verma et al., 2016).

Table 4. Descriptive profile of relationship quality

Items		Mean	Std. error	Std. Dev.	Var.	Min	Max
Relationship Trust							
1	Our user makes beneficial decisions for us under any circumstances	5.760	0.279	1.504	2.261	1	7
2	Our user is willing to provide assistance to us	5.830	0.217	1.167	1.362	1	7
3	Our user is sincere at all times	5.070	0.314	1.689	2.852	1	7
4	We and our user have good relations	6.170	0.141	0.759	0.576	5	7
	Average	5.707	0.238	1.280	1.763	2	7
Relationship Commitment							
5	We and our user and do our best to maintain the relationship	6.170	0.132	0.711	0.505	5	7
6	We and our users and have sense of belonging to strengthen the relationship	5.830	0.277	1.490	2.219	1	7
7	We and our users always try to keep each other's expectations	6.030	0.219	1.180	1.392	1	7
8	We and our user are willing to continue the relationship	6.000	0.227	1.225	1.500	1	7
	Average	6.007	0.214	1.150	1.404	2	7
Relationship Satisfaction							
9	Our priority is on customer satisfaction	6.550	0.117	0.632	0.399	5	7
10	Our library objectives are driven by customer satisfaction	6.430	0.124	0.679	0.461	5	7
11	Our competitive advantage is based on understanding customers'	6.400	0.123	0.675	0.455	5	7
12	We frequently measure customer satisfaction	6.500	0.115	0.630	0.397	5	7
	Average	6.470	0.120	0.654	0.428	5	7
	Average Relationship Quality	6.061	0.191	1.028	1.198	3	7

5.5 Library policy

Library policy as the moderator in this study. It's moderate librarians' agility and relationship quality (librarian-user). As shown in Table 5, the mean score for library policy was 5.912. An academic library uses library policy to keep user information security and prevent the release of sensitive information. Ensuring that any information disseminated through social media was consistently available obtained the highest mean score at 6.230. This means that librarians more agreed with item 1 with existing the library policy librarians will ensure information disseminate via social media continuously available for users. Vaccaro & Madsen (2009) mentioned that social media users must adopt responsible and conscientious behavior when using social media. Librarians must obey certain rules or policies to create good relationships with patrons.

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Table 5. Descriptive profile of library policy

Items		Mean	Std. error	Std. Dev.	Var.	Min	Max
Library Policy							
1	Ensuring information disseminate through social media is consistently available	6.230	0.252	1.382	1.909	1	7
2	Making information available through social media available in other formats	5.730	0.339	1.856	3.444	1	7

	for those who lack equal access due to infrastructure, ability, language or literacy						
3	Maintaining consistency of access for government agencies and members of the public	5.600	0.391	2.143	4.593	1	7
4	Archiving information disseminated through social media for permanent access and retrieval	5.600	0.391	2.143	4.593	1	7
5	Preventing the release of sensitive or secret information	6.100	0.268	1.470	2.162	1	7
	Average	5.912	0.315	1.722	3.041	1	7

6.0 Discussion

As the information revolution exploded, society became more independent and learned new things. The becoming of the Internet of Things (IoT) and Digital Information make people knowledgeable. After that social media became more popular, first with Facebook, then YouTube, then Instagram, then Twitter and the latest is TikTok. Social media tools have supported libraries in various dimensions. Twitter, Facebook, and other social media networks explain the promotion of libraries and library services to communities and provide libraries for user interaction. With the emergence of social technologies, librarians now have more possibilities to keep up by utilizing information to develop their careers (Kokab, Arif & Qaisar, 2023). Librarians agreed with service innovation capability, relationship capability and tools capability that have in social media and make them become agile. Librarians as creators in their social media library and produce new products or services in order to fulfill users' needs. Users consist of different generations and different purposes of learning needs the librarians' agility and help them in retrieving data needed. The mean scores, standard error, standard deviation, and variance were determined to identify the librarians' level of social media capability. These statistics facilitated the analysis of the normality of the four dimensions and eleven variables. Analysis of the mean scores revealed that academic librarians have good social media capability, in relation to information processing capability, relationship capability, service innovation capability, and tools capability. Therefore, all these social media capabilities appear to influence the agility of librarians. Different social media platforms are available today. Hence, tools capability was the highest mean score recorded in this survey. The second highest level of information processing capability was the academic librarians' ability to manage social media proficiently and produce new material to present to users. Service innovation capability had the third highest mean score. Librarians can easily create social media accounts for free. Social media opens search paths more dynamically and effectively. The ability to use social media allows librarians to produce innovations in library services. Relationship capability had the lowest mean score, and librarians remain uncertain about what this entails. Librarians use social media as a simple tool to resolve issues with library services and thus get quick responses from users. The ability to use social media effectively allows librarians to be more agile in performing their duties as information providers. Relationship satisfaction was the construct with the highest mean score under this capability. Librarians must maintain good relationships with library users. User trust is highly emphasized. When using social media, of course library policy is highly prioritized. In this study, library policy was found to be a moderator between librarian agility and relationship quality (librarian-user). Hrdinova, Nelbig, & Peters (2010) mentioned that policies represent official positions that govern social media use by employees in government agencies, such as detailing what constitutes acceptable use or outlining official processes for gaining access to social media sites.

7.0 Contribution

This research contributes to improving libraries and other organizations that use social media as their main platforms for communicating with users. Data given will provide the researcher to build Malaysian librarians' agility and relationship management framework. The researcher will demonstrate how social media capability combined with librarians' agility that enable value creation through improved relationship quality, thus it will be extending the dynamic capability theory to be tested by researchers. This study contributes to the theory used i.e., Uses and Gratification Theory (Hossain, Kim, & Jahan, 2019), Social Media Specific Strategic Resources & Dynamic Capabilities (Marchand, Hennig-Thurau, and Flemming, 2020), and Dynamic Capability Approach (Chuang, 2020). In the form of librarians' agility, this study will help the information technology librarians to develop user-oriented behavior dashboard in the library. This study spreads awareness in the library users on recognizing social media as a platform concern and how their contribution can be a useful approach to support relationship quality. Based on the framework, this study will undergo various stages of assessment such as pre-testing, pilot testing and reliability measurement. The development of instruments can be used by libraries to gauge or assess their influence of social media capability on librarians' agility and relationship quality, based on the outcomes of the assessment, the required training, if necessary, can be identified.

8.0 Limitations

Due to time constraints, the survey questionnaires were only distributed to librarians from one library, specifically the Tun Abdul Razak Library, Universiti Teknologi Mara. Although some librarians did not answer certain questions or items, and one question was listed twice, this did not affect the instrument's reliability. Lastly, the questionnaire was only distributed to librarians' grade S41 and above. Quantitative aspects of studies of this nature should not be limited to survey questionnaires. It should apply to interviews. The analysis

studies on their social media websites could go a long way to enhance future studies and bring our more prophetic findings. Further research in this field of knowledge should explore a more comprehensive study of varieties of libraries including private, school library and special library.

9.0 Conclusion

This study showed that social media capabilities of librarians employed in academic libraries were reasonably high, which would subsequently affect librarians' agility and relationship quality. Overall, social media capability gives librarians the tools to promote agility by enabling them to effectively communicate, collect user input, create communities, participate in professional development, and modify their services to suit changing user needs and preferences. Librarians' adaptability is improved and their ability to remain effective and pertinent in the digital age is ensured by including social media in their skill set. The usage of social media may definitely improve the quality of the relationship between librarians and users. Effective use of social media can help librarians build stronger relationships with their clients, improve communication, and promote a sense of community.

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