

Reframing Innovation: Contextualizing Resilient Intrapreneurship and Social Value in Academic Libraries through the FluxLib Model

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Abstract: This study reconceptualizes opportunity recognition (OR)—a core entrepreneurial competency—as a culturally embedded behavior within academic libraries. Drawing on case studies from Malaysia and New Zealand, we explore how librarians practice resilient intrapreneurship—the ability to initiate, adapt, and sustain innovation amid constraints. Using the FluxLib framework, we show that Malaysian librarians anchor innovation in spiritual values and policy alignment, while their New Zealand counterparts rely on intercultural reflexivity and distributed leadership. Despite differing institutional logics, both demonstrate behaviors that generate socially meaningful innovation aligned with the Third Mission of universities. The study advances entrepreneurial competency theory through culturally responsive constructs such as spiritually anchored motivation, curated participation, and empowered vulnerability. We also provide practical pathways for embedding innovation-readiness in resource-constrained, culturally diverse environments. By shifting the focus from individualist, market-oriented entrepreneurship to embedded intrapreneurial behaviors, FluxLib offers a transferable framework for building socially impactful innovation ecosystems in public knowledge institutions. However, the findings are limited to selected institutions and cultural contexts. Future research may test the FluxLib framework across other national settings or apply it in longitudinal studies to examine sustainability over time.

Keywords: Opportunity Recognition, Resilient Intrapreneurship, Entrepreneurial Competencies, Institutional Logics, Fluxlib Framework, Academic Libraries, Librarians

1. Introduction

In an era where knowledge institutions are redefined by rapid technological and societal change, academic libraries are increasingly expected to serve as engines of innovation rather than mere service units. Innovation is integral to global competitiveness, with academic libraries evolving from passive repositories into dynamic hubs of research, education, and knowledge creation (Cox, 2018; Meesad & Mingkhwan, 2024). Digital transformation has further accelerated this shift, reshaping access, user engagement, and knowledge production in higher education contexts (Muslim, 2024). Although entrepreneurial competencies (EC) are well-established in business scholarship, their relevance to academic librarianship remains under-theorized and insufficiently contextualized—particularly concerning how librarians recognize and act upon innovation opportunities (de Jesús Molina Gutiérrez et al., 2023). This paper positions opportunity recognition (OR) as a core dimension of EC, central to institutional innovation in academic library settings.

Although different, the innovation ecosystems in Malaysia and New Zealand remain broadly comparable. Malaysia's policy-driven landscape is shaped by frameworks such as the Economic Transformation Programme and the Higher Education Blueprint 2015–2025, which mandate institutional entrepreneurship (Idris, Sirat, & Da Wan, 2019; Azman, Sirat, & Ahmad, 2014). Academic libraries are thus expected to contribute to rankings and research outputs (Darko Adjei & King, 2024). New Zealand, by contrast, offers a decentralized, bottom-up innovation culture, where librarians are active in interdisciplinary research, entrepreneurship education, and community innovation (Edens & Malecki, 2020; Howie & Kara, 2022). In both contexts, librarians continue to face structural constraints such as limited resources, bureaucratic inertia, and inconsistent leadership support (Chuang, Weng, & Hsieh, 2019; Giesecke, 2012). OR functions as a strategic competency for navigating these constraints and responding to emerging academic demands (Yeh & Walter, 2016; Walton & Webb, 2016).

This comparative case study explores how cognitive, emotional, and contextual factors shape OR among academic librarians in Malaysia and New Zealand. The findings offer empirical and theoretical insights into building innovation-ready library systems, informing policy, leadership, and practice.

This paper is structured as follows: Section 2 reviews the literature, Section 3 outlines the methodology, Section 4 presents the findings, and Section 5 concludes.

2. Literature Review

Within academic librarianship, EC are increasingly significant as libraries transition from traditional service units to innovation-driven hubs (Cox, 2023; Giesecke, 2012). Digital transformation accelerates this shift, reshaping access and knowledge production (Muslim, 2024). In Malaysia, libraries operate within structured, policy-aligned systems (Idris, Sirat & Da Wan, 2019; Azman, Sirat & Ahmad, 2014), whereas New Zealand libraries reflect decentralized innovation cultures (Howie & Kara, 2022). Despite differences, both face common barriers including limited resources and bureaucratic rigidity (Chuang, Weng, & Hsieh, 2019; Pinfield, Cox, & Rutter, 2017; Sultan, 2023; Khoeini et al., 2025). These constraints necessitate adaptive and context-sensitive innovation behavior.

EC refer to cognitive, behavioral, and strategic capacities to identify opportunities, mobilize resources, and drive innovation (Toane & Figueiredo, 2018; Filser, Kraus & Brem, 2023). A core dimension of EC is OR—the ability to perceive gaps and respond with innovation (Baldacchino, 2013; Yeh & Walter, 2016). While EC are well-established in business literature, their application in academic libraries remains under-theorized (de Jesús Molina Gutiérrez et al., 2023). Most EC models emphasize individual traits such as proactivity and adaptability (Keshavarz, 2021; Makinde, Aina & Ajayi, 2023), often underplaying institutional and cultural influences. In public-sector contexts, EC must be reconceptualized as embedded within institutional logics (Kraus et al., 2023; Du et al., 2022). OR, often seen as cognitive, is increasingly viewed as shaped by ethical and cultural dimensions (Sa'ari & Abu, 2025).

Empirical studies reflect varied EC enactments. Nigerian librarians are framed as change agents (Makinde, Aina & Ajayi, 2023). Keshavarz (2021) connects information literacy with innovation, while Edens and Malecki (2020) highlight libraries as interdisciplinary spaces. Yet studies on how librarians enact OR remain limited. De Jesús Molina Gutiérrez et al. (2023) identify libraries' innovation role but offer little behavioral insight. Lembinen (2021) and Cox (2023) emphasize inclusive ecosystems and experimentation, but empirical grounding is thin.

Global EC literature is dominated by Western paradigms. Southeast Asia and the Pacific remain underexplored (Jain & Behera, 2023), with little attention to how EC manifests under different governance or cultural logics. Malaysia and New Zealand offer contrasting yet comparable contexts. This study departs from traditional EC literature, which assumes a linear, discovery-based view of OR (Shane & Venkataraman, 2000), and instead emphasizes interpretive, socially constructed behaviors better explored through qualitative inquiry.

This study challenges traditional EC literature, which often adopts a linear, discovery-based view of OR (Shane & Venkataraman, 2000), by advancing an interpretive, socially embedded perspective better suited to qualitative inquiry. It applies the FluxLib framework (Sa'ari & Abu, 2025)—an empirically grounded model for public-sector knowledge institutions that integrates cognitive, emotional, and ethical dimensions of OR. In contrast to commercially oriented models, it emphasizes relational trust, intrinsic motivation, and identity alignment. Three EC models are compared alongside FluxLib: Shane and Venkataraman (2000), Kraus et al. (2023), Du et al. (2022), and Man (2001).

Table 1: Comparison of Selected EC Models and the FluxLib Framework

Dimension	Shane & Venkataraman (2000) – Opportunity Discovery Model	Kraus et al. (2023); Du et al. (2022) – EC in Constrained Environments	Man (2001) – Competency-Based EC Framework	FluxLib Framework (Sa'ari & Abu, 2025)
Unit of Analysis	Individual entrepreneur	Institutional actors under constraint	SME-level entrepreneurs and knowledge workers	Academic librarians in public-sector institutions
Opportunity Framing	Market discovery; linear, objective	Situational and adaptive	Processual and skills-based	Ethically and culturally constructed; shaped by trust and identity
Contextual Sensitivity	Low; assumes universality	Moderate; acknowledges systemic barriers	Context-aware, but functionally oriented	High; aligned with religious, cultural, and institutional logics
Behavioral Focus	Risk-taking, alertness, innovation intent	Improvisation, adaptability, value-action alignment	Generic managerial skills (e.g., strategy, innovation, leadership)	Resilience, spiritual motivation, intercultural reflexivity

Dimension	Shane & Venkataraman (2000) – Opportunity Discovery Model	Kraus et al. (2023); Du et al. (2022) – EC in Constrained Environments	Man (2001) – Competency-Based EC Framework	FluxLib Framework (Sa'ari & Abu, 2025)
Innovation Logic	Profit and firm creation	Organizational renewal under pressure	Performance enhancement and competitiveness	Social value creation aligned with the Third Mission
Library Sector Relevance	Low	Partial	Limited contextual fit	Purpose-built for constrained, mission-driven knowledge institutions

FluxLib outlines three EC dimensions—Network Leverage, Psychology of Success, and Self-Awareness—as antecedents of OR. It positions OR as emerging through collaboration, resilience, and ethical reflexivity. The model aligns with the university’s Third Mission by framing innovation as a societal contribution (Zomer & Benneworth, 2011).

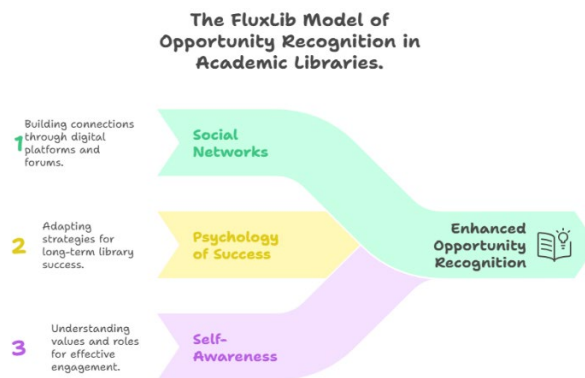


Figure 1: The FluxLib Model of Opportunity Recognition in Academic Libraries. Adapted from Sa'ari & Abu (2025), the model illustrates institutional, cognitive, and ethical drivers of OR.

A critical synthesis of the literature reveals several enduring limitations: (i) an overemphasis on individual entrepreneurial traits; (ii) Insufficient engagement with institutional and cultural context and (iii) A lack of empirical research in public-sector libraries within underrepresented regions such as Southeast Asia and the Pacific. These critiques, echoed by Kraus et al. (2023), Du et al. (2022), and Cox (2023), highlight the need for frameworks like FluxLib. This study, guided by a cross-cultural design, explores how OR functions as a culturally embedded behavior among academic librarians in Malaysia and New Zealand.

3. Methodology

This study investigates how academic librarians in Malaysia and New Zealand demonstrate opportunity recognition (OR) as a core dimension of entrepreneurial competencies (EC), guided by the FluxLib framework (Sa'ari & Abu, 2025). A comparative multiple case study design was employed to examine contextual influences and cross-national variations in the conceptualization and practice of EC. Rooted in an interpretivist paradigm, the study aimed to capture librarians’ lived experiences and interpretations of OR and innovation within academic libraries (Creswell & Poth, 2018; Yin, 2018). Purposive sampling was used to recruit twenty-four participants (twelve from each country), comprising academic and chief librarians from public, government-funded universities. Chief librarians were selected based on their strategic roles in institutional innovation and leadership in open research initiatives. Data collection combined semi-structured interviews and focus group discussions (FGDs), allowing for both in-depth personal narratives and collective reflections on innovation practices (Patton, 2015; Kitzinger, 2020). This dual-method approach enhanced data triangulation and thematic richness. All interviews were transcribed verbatim and analyzed using thematic analysis (Braun & Clarke, 2021). Thematic analysis was conducted manually, combining both deductive (guided by the FluxLib framework) and inductive coding. Although no qualitative software was used, themes and subthemes were visually mapped into a hierarchical structure using a manually constructed tree map to enhance interpretive clarity and analytical transparency (Braun & Clarke, 2021; Nowell et al., 2017; Creswell & Poth, 2018). To enhance analytical trustworthiness, all coding decisions were documented through an audit trail, and theme development was discussed and verified among the research team to ensure consistency and reflexivity.

Manual, iterative coding was conducted to identify theoretical patterns and emergent themes linked to OR and EC. The FluxLib model served as an analytical guide, supporting both deductive (theory-informed) and inductive (data-driven) interpretation. Transcripts, memos, and field notes were systematically indexed to ensure transparency and analytical rigor (Creswell & Poth, 2018). Ethical approval was obtained from institutional ethics boards in both countries. Participants gave informed consent, and all data were anonymized and securely stored in accordance with qualitative research standards (Saunders et al., 2019). The integration of cross-case analysis, theory-guided coding, and ethical rigor provides a robust foundation for exploring OR within academic librarianship (Eisenhardt & Graebner, 2021; Yin, 2018).

Table 2: Institutional Profiles of Case A (Malaysia) and Case B (New Zealand): Comparative Overview of University Contexts

Criteria	CASE A (Malaysia)	CASE B (New Zealand)
University ranking QS (Quacquarelli Symonds) / Type / Location	150–200 / Public / Selangor	250–300 / Public / Wellington
Specialization	Agriculture & Biosciences	Humanities & Social Sciences
Library collection	>600,000 volumes; >80,000 articles	>600,000 volumes; >80,000 articles
Library Staff Strength	80–150	80–150
Chief librarian's minimum experience / Qualification	30 years / Related degree	30 years / Related degree
Academic librarian's minimum experience / Qualification / Age	≥5 years / Related degree / >35	≥5 years / Related degree / >35
Number of participants	5	5

4. Findings and Discussions

This section presents comparative insights from academic librarians in Case A (Malaysia) and Case B (New Zealand), examining how OR—as conceptualized in the FluxLib framework—shapes innovation practices in academic libraries.

4.1 Leveraging Social Networks

Case A librarians displayed relational innovation reflexivity—informal, emotionally grounded engagement with researchers to identify service gaps. “We always sit down informally with the researchers—sometimes just over coffee—to understand what they really need.” (Librarian 2, Case A). These trust-based interactions allowed ideas to emerge organically and move quickly from recognition to experimentation. This reflects Cox’s (2023) view of libraries as laboratories—spaces where innovation arises through continuous feedback rather than centralized planning.

In contrast, Case B librarians identified opportunities through structured channels, such as working groups and scheduled consultations. “Subject librarians have regular interaction with academics... they’re the ones who notice if training needs to shift.” (Librarian 1, Case B). Here, curated participation was common—feedback was invited but filtered based on timing and institutional priorities. “We told the staff it wasn’t the right time—but left the door open.” (Librarian 3, Case B). This supports Giesecke (2012) and Chuang et al. (2019), who emphasize leadership’s role in pacing change.

Constraints like limited staffing and introverted team dynamics required careful management. “We can’t send people to do things just in case—they need to be strategic” (Librarian 2, Case B). Cultural adaptation also shaped OR: “Coming from a different country, I realized I sometimes miss cues locals would catch.” (Librarian 3, Case B). These illustrate procedural trust—reliance on structured processes over informal rapport (Howie & Kara, 2022).

In sum, Case A emphasized informal, horizontal collaboration; Case B practiced structured, filtered engagement. These behaviors extend FluxLib via constructs such as curated participation and procedural trust, underscoring that innovation emerges not only from openness but also from institutional pacing and safeguarded participation. These distinctions matter not only for how OR is enacted, but for how inclusive and sustainable

innovation becomes over time—especially in multicultural or resource-limited library systems.

Table 3: Case-Specific Behaviors in Network Engagement: Emergent Patterns of Opportunity Recognition via Social Capital

Emergent Behavior	Description	Case
Relational innovation reflexivity	Informal, emotionally grounded dialogue to co-discover needs	Case A
Curated participation	Leadership filters staff input based on timing and structural fit	Case B
Procedural trust	Trust in institutional routines to support safe innovation	Case B

4.2 Psychology of Success

In Case A, librarians often linked success to institutional performance targets such as QS rankings and MyRA scores. Entrepreneurial actions were externally motivated, although deeply grounded in ethical and spiritual commitments. “Working in a library is part of my amal jariah,” noted one participant, referring to the Islamic notion of ongoing charity (Kahf, 2003; Sadeq, 2002; Sulaiman, 2016). This reflects spiritually anchored motivation, where innovation is framed as both professional duty and spiritual contribution, consistent with Sa’ari, Abu and Adenan’s (2023) work on Islamic values shaping librarian identity.

Participants also demonstrated skills-based agency, applying prior academic or industry experience to institutional needs. For example, one librarian leveraged a botany background to resolve backlogs, while another applied stock exchange experience to research support. These cases show how librarians reframed operational gaps as opportunities for meaningful impact—exemplifying a future-oriented, proactive mindset (Filser et al., 2023).

In Case B, innovation was often initiated autonomously, especially during crises. “When the campus shut down, we didn’t wait for a directive—we just launched virtual workshops,” said one librarian. Others turned funding shortfalls into open access opportunities. These behaviors illustrate adaptive intrapreneurship—a blend of emotional resilience, strategic improvisation, and self-driven learning in decentralized systems (Howie & Kara, 2022).

These findings expand FluxLib with three context-driven constructs: spiritually anchored motivation (Case A), skills-based agency (Case A), and adaptive intrapreneurship (Case B), affirming that OR is shaped not just by cognition but also by emotional, ethical, and experiential factors.

Table 4: Psychological Drivers of Innovation: Behavioral Indicators of Success-Oriented Opportunity Recognition

Emergent Behavior	Description	Case
Resilient intrapreneurship	Self-initiated innovation within structural constraints	Case A & B
Adaptive intrapreneurship	Proactive, emotionally regulated action in uncertain contexts	Case B
Spiritually anchored motivation	Ethical/religious values as innovation drivers	Case A
Skills-based agency	Leveraging past experience for proactive contribution	Case A

4.3 Self-awareness

Self-awareness emerged as a strategic enabler of OR across both cases, shaping how librarians interpreted their roles, engaged with institutional culture, and responded to innovation demands within their socio-cultural settings.

In Case A, self-awareness was framed through ethical and spiritual values such as ikhlas (sincerity), tawadhu’ (humility), and amal jariah (ongoing charity). “If I help a scholar complete a grant with better references—that’s barakah,” noted one participant. This form of spiritually anchored reflexivity fostered intrinsic accountability, where innovation was perceived as both professional contribution and spiritual reward. These findings align with Sa’ari (2018), who observed that Islamic ethics shape librarians’ understanding of innovation. Participants also

expressed critical reflexivity, recognizing generational gaps in library education and calling for curricular evolution to meet current demands.

In Case B, self-awareness was developed through intercultural experience, mentorship, and reflective practice. Participants emphasized intercultural reflexivity, shaped by cultural humility and sensitivity to difference. “I’ve had to adjust how I interpret things... I miss cues locals would catch,” shared one librarian. Others described empowered vulnerability, enabled by psychological safety and team support. These behaviors align with literature on inclusive innovation (Lembinen, 2021; Chen & Starosta, 2005; Edmondson, 1999; Edmondson & Lei, 2014; Howie & Kara, 2022) and reinforce the idea that diverse, psychologically safe teams foster innovation (Newman, Donohue, & Eva, 2017; Frazier et al., 2017). Together, these cases show that self-awareness operates as both a psychological anchor and context-sensitive asset.

Table 5: Role of Self-Awareness in Entrepreneurial Behavior: Reflexive Patterns Shaping Innovation Readiness

Emergent Behavior	Description	Case
Spiritually anchored reflexivity	Innovation interpreted through Islamic ethical values	Case A
Intercultural reflexivity	Cultural humility and reflection guiding adaptive action	Case B
Empowered vulnerability	Willingness to express doubt, supported by psychological safety	Case B

4.4 Comparative Behavioral Patterns in OR among Academic Librarians

Although Cases A and B differ institutionally and culturally, both exhibit a shared capacity for context-sensitive, self-initiated innovation. Across both contexts, librarians enacted resilient intrapreneurship—the ability to reframe constraints as innovation opportunities. However, the expressive logic behind this behavior diverged. Case A emphasized informal collaboration, spiritually anchored motivation, and service orientation—reflecting a community-driven innovation logic (Sa’ari & Abu, 2025). In contrast, Case B prioritized structured processes, role-based engagement, and intercultural sensitivity—indicative of distributed governance and psychological safety (Howie & Kara, 2022; Edens & Malecki, 2020).

This divergence reflects behavioral isomorphism—similar outcomes achieved through context-specific strategies (Filser et al., 2023; Pothier, 2019). While Case A leaned on external alignment (e.g., KPIs, religious values), Case B foregrounded internal agency and fluid identity. These contrasts align with research on cultural agility and the role of psychological safety in inclusive intrapreneurship (Szkudlarek et al., 2023; Edmondson & Lei, 2014; Lembinen, 2021).

The table below summarizes these behavioral distinctions and one shared practice: resilient intrapreneurship. These findings refine the FluxLib framework, integrating ethical positioning, adaptive strategy, and relational intelligence—crucial for innovation in public-sector knowledge institutions (Makinde et al., 2023; de Jesús Molina Gutiérrez et al., 2023).

Case A’s OR is shaped by religious ethics and institutional conformity, aligning with collectivist logics where innovation serves communal and spiritual aims. By contrast, in New Zealand, opportunity recognition emerges from autonomy-driven systems underpinned by intercultural reflexivity, professional agency, and a strong culture of psychological safety. This duality challenges EC frameworks that assume universal, market-driven motivations. We instead propose a dual mode of OR: one ethically anchored, the other psychologically autonomous.

Table 6: Comparative Synthesis of OR Behaviors in Malaysia and New Zealand: Contextual Differences and Shared Traits

Observed OR Behavior	Case A (Malaysia)	Case B (New Zealand)	Shared Behavior Yes / No
Network engagement	Informal, horizontal collaboration; trust-based dialogue with researchers	Structured, role-mediated communication via leadership and working groups	No
Motivational drivers	External validation (e.g., QS, MyRA); religious-spiritual alignment	Internal drive; professional identity; commitment to service under uncertainty	No
Innovation strategy	Reframing institutional issues through spiritual and service-oriented values	Repurposing constraints through adaptive reflection and self-motivated action	No
Cultural reflexivity	Ethically anchored reflexivity grounded in Islamic principles	Intercultural reflexivity shaped by humility, listening, and psychological safety	No
Leadership role	Minimal leadership filtering; idea flow via informal influence	Strong leadership pacing; curated participation and procedural trust mechanisms	No
Resilient intrapreneurship	Focused on service, moral contribution, and external impact	Focused on adaptability, initiative, and emotional self-regulation	Yes

The comparative synthesis of OR behaviors across both cases is presented in Table 5, highlighting key differences and one shared behavior—resilient intrapreneurship.

These findings extend beyond descriptive contrasts and offer theoretical contributions to the study of EC in public-sector knowledge institutions. In particular, they illustrate that OR is not a universal or purely cognitive process, but one deeply shaped by institutional logics and cultural cognition. In Malaysia, OR is embedded in collectivist logics shaped by religious ethics and hierarchical governance, where innovation is interpreted as communal service and spiritual contribution. In contrast, New Zealand librarians operate within bicultural norms and distributed authority, fostering psychologically safe environments whereby autonomy and intercultural reflexivity guide innovation behavior. These divergent innovation logics challenge dominant EC frameworks that assume individualist, market-oriented behavior. FluxLib’s integration of ethical, emotional, and governance-sensitive constructs—such as spiritually anchored motivation and curated participation—offers a culturally responsive model for EC in academic libraries. By theorizing OR as a hybrid process mediated by governance systems (centralized vs. distributed), normative institutions (religious vs. secular), and cultural cognition (collectivist vs. individualist), this study contributes to ongoing debates in institutional entrepreneurship and innovation ecosystems (Thornton, Ocasio & Lounsbury, 2012; Edens & Malecki, 2020).

The findings also reinforce the core of the FluxLib framework: OR in academic librarianship emerges not merely from cognition but through the interplay of values, institutional conditions, and adaptive behavior. By showing how these elements function across contrasting governance systems, the study affirms FluxLib as a culturally transferable framework for intrapreneurial behavior. This offers a foundation for rethinking how institutions cultivate innovation readiness—at both individual and systemic levels (see Figure 2).

Integration of case-based behaviors and core dimensions leading to resilient intrapreneurship in academic libraries

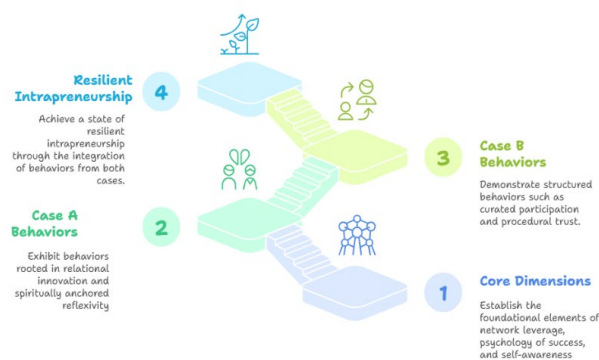


Figure 2: Integration of Case-Based Behaviors and Core Dimensions Leading to Resilient Intrapreneurship in Academic Libraries

Crucially, these findings align with the Third Mission of universities, which refers to the broader societal and economic contributions of higher education institutions beyond teaching and research (Zomer & Benneworth, 2011; Perkmann et al., 2013). By surfacing behavioral mechanisms such as curated participation and spiritually anchored motivation, this study provides a concrete behavioral blueprint for embedding innovation-readiness into academic library systems. These insights can guide leadership development, performance frameworks, and innovation initiatives tailored to diverse cultural settings. Strategically cultivating such competencies empowers libraries to contribute meaningfully to research, knowledge transfer, and community impact—core pillars of the Third Mission.

While the FluxLib model articulates the macro-level integration of entrepreneurial behavior, Figure 3 offers a micro-analytical lens by zooming in on the constituent behavioral variables that underpin resilient intrapreneurship across both national contexts.

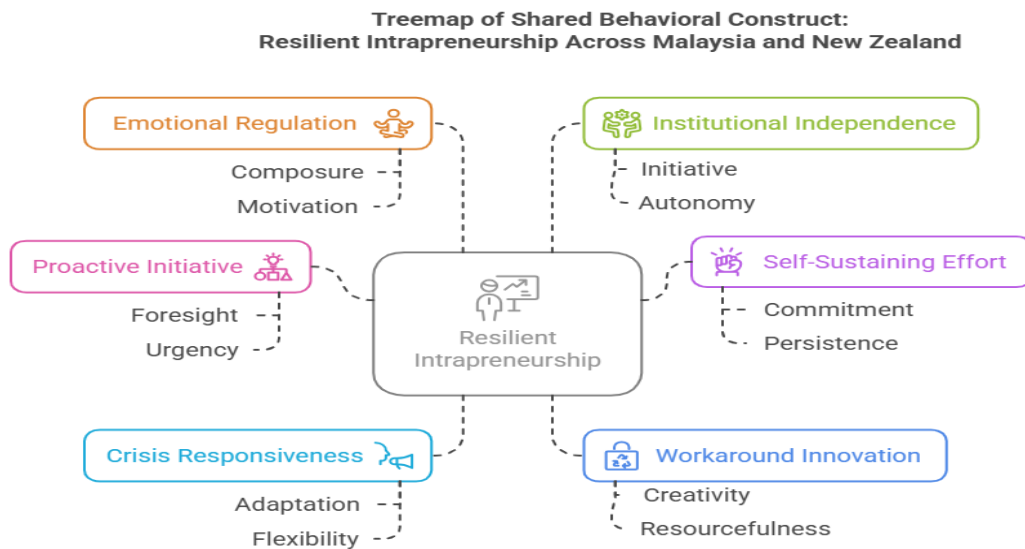


Figure 3: Treemap of Shared Behavioral Construct—Resilient Intrapreneurship Across Malaysia and New Zealand

This treemap visualizes six emergent behavioral variables that underpin the shared construct of resilient intrapreneurship observed across Malaysian and New Zealand academic librarians. These include emotional regulation, proactive initiative, institutional independence, self-sustaining effort, crisis responsiveness, and workaround innovation. Each variable comprises micro-level behaviors that collectively enable librarians to innovate effectively despite structural constraints.

To deepen the analysis of the shared construct, Table 6 details the six behavioral variables that collectively define resilient intrapreneurship, supported by data excerpts from both cases.

Table 7: Emergent Variables of Resilient Intrapreneurship Across Contexts (Shared Construct)

Behavioral Variable	Description	Illustrative Data Excerpt
Proactive initiative	Self-initiated action taken without waiting for formal directives — often grounded in foresight and a sense of urgency.	"I just knew it was time."
Self-sustaining effort	Enduring personal commitment to innovation, even in the absence of recognition, reward, or institutional incentives.	"Keep going because I care."
Crisis responsiveness	Rapid, decisive adaptation during institutional or environmental crises; innovation triggered by disruption.	"We didn't wait—we launched it."
Workaround innovation	Creative repurposing of available resources in response to budgetary or structural limitations.	"Used it to highlight open access."
Emotional regulation	Maintaining composure, clarity, and motivation under pressure — reflecting inner resilience and focus.	"Don't freeze in a crisis."
Institutional independence	Willingness to operate outside formal job scopes or hierarchies when opportunity demands it.	"Even if it's not in my job description (JD), I'll do it."

These six behaviors illuminate how innovation readiness can emerge organically within constrained systems, offering a new vocabulary for public-sector entrepreneurial leadership.

5. Conclusions and Future Directions

This comparative study operationalizes and extends the FluxLib framework, offering theoretical and practical insights into how OR—a core EC—unfolds among academic librarians in Malaysia and New Zealand. The findings demonstrate that OR is not merely a cognitive or individual skill, but a behavioral process embedded in ethical, cultural, and institutional logics. By applying the FluxLib model across two distinct contexts, this study advances EC theory beyond its traditional commercial scope. Librarians in both countries demonstrated resilient intrapreneurship—the capacity to self-initiate, adapt, and creatively repurpose constraints as triggers for innovation. However, the underlying mechanisms diverge, reflecting the mediating power of institutional logics.

This study employed a qualitative, cross-case design involving interviews and focus groups with academic librarians in both countries. This interpretive approach enabled rich insights into how OR behaviors emerge across culturally distinct and structurally constrained environments.

- In Malaysia, OR is shaped by Islamic ethics and a sense of communal duty. Spiritually anchored motivation and a deep-rooted service ethos align with hierarchical governance and national performance imperatives. Librarians' actions are often guided by *amal jariah*, where professional service is seen as both social and spiritual contribution. This collective ethos fosters trust and loyalty, but may also reinforce deference to authority and incremental innovation.
- In New Zealand, biculturalism and intercultural reflexivity underpin a culture of psychological safety and empowered vulnerability. The Māori–Pākehā partnership promotes humility and mutual respect, enabling librarians to experiment, voice dissent, and reframe challenges. Decentralized governance and autonomy support adaptive intrapreneurship and identity work, with innovation emerging through inclusive learning cultures.

These cultural logics not only provide context but shape the form and function of entrepreneurial behaviors. This enriches institutional logics theory (Thornton, Ocasio, & Lounsbury, 2012) by showing how dominant belief systems and governance structures mediate innovation enactment in public-sector knowledge institutions. Situating OR within innovation ecosystems and institutional entrepreneurship (Kraus et al., 2023; Du et al., 2022), this research highlights that innovation in academic libraries is both organizational and ontological—rooted in worldviews, identity, and relational trust. This reconceptualization affirms that OR is not a universal trait, but a socially embedded construct reflecting ethical and institutional realities. The FluxLib model connects individual competencies with structural conditions, offering a culturally attuned, transferable framework for innovation in diverse higher education systems. FluxLib serves not only as an analytical tool but as a grounded model for understanding EC in public knowledge ecosystems. However, its applicability depends on alignment between institutional logics, governance models, and cultural values. Institutions with strong normative frameworks (e.g., religious-based universities) may resonate more with spiritually anchored constructs, while decentralized cultures may find adaptive intrapreneurship and empowered vulnerability more salient. For library leaders and policymakers, these insights underscore the importance of fostering psychologically safe environments that recognize librarians as emotionally intelligent and strategically positioned actors. Structural reforms alone are insufficient; building innovation-readiness requires cultures that value identity alignment, trust, and ethical reflexivity. The FluxLib model offers practical guidance for aligning innovation strategies with the university's Third Mission and the broader goals of social entrepreneurship and sustainable development. While this study is limited to public universities and a specific timeframe, it opens pathways for future inquiry across private institutions, longitudinal designs, and national innovation systems. Further research should examine how ethnic positionality, language, and indigenous traditions mediate innovation capacity. Comparative studies in other underrepresented regions will enrich the theoretical robustness and practical utility of the FluxLib framework. Conclusively, this paper demonstrates that OR in academic libraries is a culturally and institutionally embedded behavioral process. By extending FluxLib, it provides a nuanced, actionable framework for fostering innovation in knowledge institutions worldwide.

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