

EFFECTIVE COMMUNICATION SKILLS TO MANAGE THE LIBRARY: RELATIONS BETWEEN MANAGERS AND LIBRARIANS

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ABSTRACT: As a non-profit service enterprises, the management of libraries and other institutions as well as brought about by the cooperation of communication between managers and employees is of great importance. Based on user satisfaction librarians libraries or librarians, managers administer their communication managers in this process it plays an essential role in the success of the library. Indeed, feedback from users, librarians and library managers and employees working in the library's performance as an indicator of corporate success is very concerned.

Key words: Libraries, effective communication, library management, librarians, managers.

INTRODUCTION

Libraries are defined as non-profit service enterprise has a particular management process, just like for profit. The basic elements of this process, planning, organization, leadership and effective and efficient management of control systems in libraries contain important functions. Although the steps involved in this process and strict criteria have been met to support this process, even the most basic need to skip a critical element of success: "Effective Communication".

Effective communication in an organization all the elements that make up the human group (the customer / user, the employee / librarian, manager, cleaning personnel, etc.) cooperate with each other provides an open and reliable environment takes on an essential role to organizational success and the results

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of this cooperation. So, doing that work together to fulfill the factors that underline the priority of interpersonal communication as the need to draw a clear and consistent.

Another important point to be underlined how important it is that the attitude of the people effective communication skills. Indeed, the most critical element of effective communication skills as the people that mind maps is shown in their perspectives.

"Library Management" is a progressive initiative, although the activity may seem like just an administrator, for the success of cooperation between librarians and administrators, compliance, and therefore effective communication is extremely important detail. Indeed, these two groups to ensure that users satisfied with library service designed to constantly are in communication and information transfer into each other at the right time required to transmit.

After that go to the library in both horizontal and vertical direction to be open channels of communication will enhance creativity. Of continuity and change in the functioning of the library as a process of communication that creates it, people in the library - the interaction between managers and librarians-will.

THE IMPORTANCE OF EFFECTIVE COMMUNICATION

Institutions established to accomplish certain goals and work toward these goals. Establish an effective communication network to carry out the purposes of the institutions must be determined. In other words, an effective contact bodies for the purposes of live bodies depends on the policy can be formed. In addition, an efficient management of a communication process based on the well (Demir, 2000)

In general, communication is defined as a message exchange between people through symbols emotions, thoughts and knowledge is transferred throughout the process. In addition, the concept of news, information, or transferred from person to person and culture in the most general sense, the spread of information between individuals and groups; source through the channel message sent to the target / recipient is defined as the delivery process (Yilmaz, 2003).

Interpersonal communication process for the formation of the establishment of a relationship is extremely important. Communication, as a group that connects people and their social activities and providing a manner consistent with a bond.

In this connection, sometimes closer to two people away from each other, sometimes it is possible to express (Demir, 2000).

BASIC ELEMENTS OF INTERPERSONAL COMMUNICATION

Interpersonal communication the road and the process used of person's feelings and thoughts of description, specifying or writing, both personal and corporate objectives in order to achieve the objectives (Bayraktar, 2006:6). In this process, where the person's own understanding of human communication, road show, wants to help or just listen.

Communication process of interpersonal communication in environments where there are some elements that affect positively or negatively. Indeed, communication is a complex process and there are many factors that can prevent or provide effective communication. These factors, the main ones are as follows:

a- Communication Language Between Sender the Message– Receiving the Message

The language used in the process of communication is extremely important. The sender to perceptions, attitudes, expectations, intentions or affects the way the message is sent. Likewise, these factors also are effective for the person receiving the message. Therefore, it was pronounced a sentence which is extremely reasonable in content style, or harsh tone of voice is high, body language, etc. used by the person installing the following sentence. Wake up as a negative influence on the opposite side of the factors and barriers the effective communication.

b- Communication Channels

Communication channels used in the communication process, i.e., where the means of the communication is extremely important. For example, the library's communications manager, one of the parties talking face to face with a librarian to look the other way, still one of the parties in the conversation of the telephone ringing and asking for permission to talk to the opposite side of such factors as the start of factors appears to be blocking the way of communication.

In addition, commonly used in establishments in a form of communication, especially in the written communication. Usually this method is used to inform employees of the institution are very important in the selected language. Does not target anyone, not offended, written language must be clear and understandable.

c-Feedback / reverse transmission

Interpret and process the message recipient to respond to feedback / reverse transmission is called. This process of making the most effective, appropriate

responses, particularly dependent on the recipient's show. Provide feedback, such as better understanding between people conveys the result quickly, is a mechanism that allows saving time. It is usually more rapid feedback to face to face communications (Bayraktar, 2006:8).

For example, the library director and librarian the librarian wants to do something to make it an excuse for not doing so if the request does not exist or an appropriate communication language at that time to say it is extremely important for effective communication. At that moment, not reaction / response / feedback, will block the communication channel between the librarian and library manager.

d- Environmental Factors

Effective communication is a communication process takes place for putting the environment, the physical conditions in this environment, and some external environmental factors such as noise may prevent the existence of the communication must not be ignored.

EFFECTIVE COMMUNICATION SKILLS TO MANAGE THE LIBRARY

Communications - a library at the beginning of the relationship issues that need to be considered in the processing of the communication process and the items of income involved in this process. Condition of the communication process as a whole, being the institution of the library. Communication - the most powerful corporate relationship between the libraries is the point.

Communication in the definition of the concept of "message passing" is the main function of the institution of the library. So communication between the library, there is a relationship based on the definition of communication (Yilmaz, 2003:26).

One of the conditions to succeed in corporate communications with the library management process, all employees means that the exchange of information between the horizontal and vertical directions. Corporate communications, processes, inclusion of librarians, librarians working in the library as an institution to adopt the inclusion of the processes will help. Indeed, as a service business libraries and librarians in both horizontal and vertical communication channels are open to creativity, especially no doubt be developed.

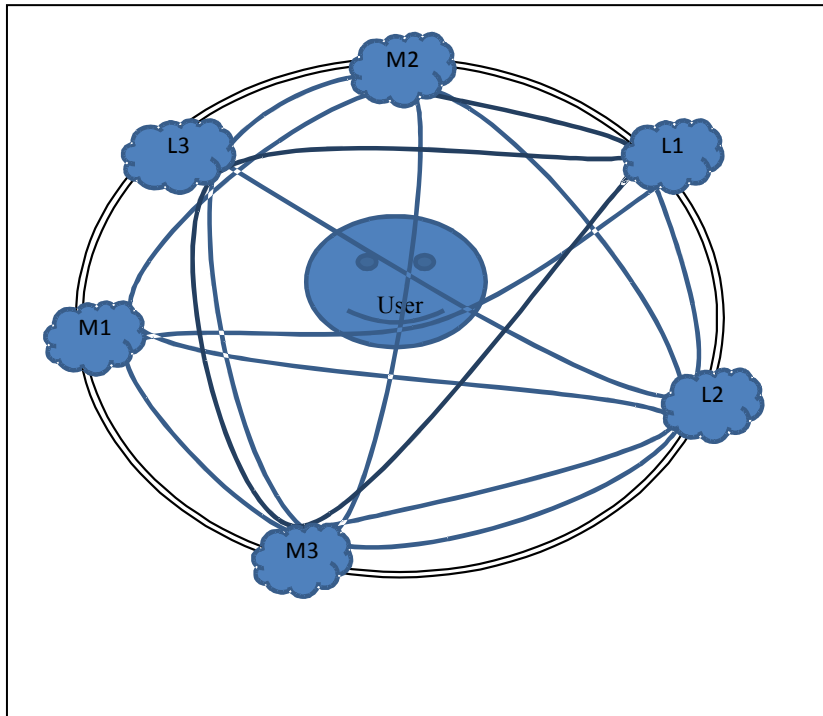


Figure 1 - Corporate Communications Network (L: Librarian, M: Manager)

Factors of the Blocs of Effective Communication Language

Communication in the process of the library and managers, which will be discussed in more detail below with some skill, is required. However, often unable to use these skills only. As mentioned earlier, because the process of communication is a complex process, and this effect appears / invisible has many elements.

Sometimes librarians and sometimes managers they are brought in this process of culture, where the media, they carry responsibilities, roles, factors such as message sending and receiving messages can lead to misunderstandings. This, in fact most people blocking the way for communication between these elements can be sorted (Bayraktar, 2006: 14):

- I know
- The mind reader
- Personalization
- Making Generalizations
- To act prejudiced
- Emotional act

These actions often dislike making the communication process that creates one-sided errors. In terms of interpersonal differences in the detection of these errors in the background, to understand the difficulties, lack of trust is seen that the effect of many factors, such as (Bayraktar, 2006: 15).

Contact in the Process of Effective Communication

Organization charts of libraries contains data should be read very well in terms of showing the layout of communications. Superior-subordinate-relationship between this data format is also important because it shows the direction of information flow as determined in the library.

Belongs to the senior management decision-making authority of traditional institutions. However, in the opinion of today's employees are given decision-making institutions. Communication for the sharing of information by all employees, up, down and sideways must be accurate. This situation creates the flexibility to communicate. In the literature, the flexibility of institutions, communication is very important for an effective quality management are discussed (Erkut, 2001).

The traditional corporate structure, management style, while a top-down directives and orders, changing management approach or bottom-up support after the administration of the pyramid has been given a completely opposite turn. Reverse in the administrative pyramid refers to a structure that employees attending the management and top management supporting the employees the realization of corporate activities and the production of quality goods and services provided (Gürüz and Gürel, 2006: 101).

Change in management style, understanding of the traditional management, change management techniques seem to be described as transitional. The traditional management approach the top management, in accordance with the instructions and steps in the corporate hierarchy to give orders while the realization of corporate activities, the new corporate hierarchy, the pyramid structure of management approach than in the past reversed and leaner, more functional, more user-oriented and more communicative functioning can be seen that the dominant institution.

The information passed from the source, or when the communication process as a mutual, with other channels and leads to some difficulties in cases of unauthorized persons to learn. Indeed, an effective communication process consists of these (Akat, 2000: 81);

- Communication source or the transmitter
- Channel or vehicle for communication
- The person who addressed for communication.

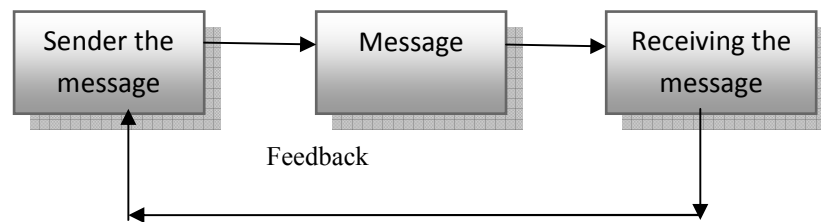


Figure 2- Healthy Communication System (Akat, 2000:81)

As a result, the library managers and librarians to establish and implement an effective communication system is of great importance to hoard. In addition, effective information transfer in effective communication process is also beneficial in terms of revealing the changes and innovations in the library.

RELATIONS WITH MANAGERS AND LIBRARIANS

Communication, knowledge creation, transfer and explain the process is taken as effective interpersonal communication need to think to mention any of this information has been moved from one individual to another.

The managers and the management group of libraries that perform management provide the necessary flow of information supporting the librarians or the library to provide quality of service and, more importantly, to ensure user satisfaction should be in constant communication and collaboration.

Librarians but rather to inform senior management of the target display, give orders, to warn, to get information into contact with them. Librarians deliver the demands of managers, to express grievances and expectations, and again enter into contact to get information from them. But accurate and reliable communication channels within the library or institution, flexible communication structure does not have a democratic, not at the desired level and one where the exchange of information will remain blocked (Bayraktar, 2006:3).

Attitude of Managers

Today, the real people the important decisions, and an institution designated by the managers involved in a business organization. Changes in internal and external environment, the mission of an organization of administrators who have administrative positions has created a number of changes. Administrators can now decide for themselves which is not the role or self-employed person.

An administrator on the concept of the last few years, as well as in the definition of the term variations occurred. Management work in parallel with changes in the structure of the "administrator" instead of the term, these changes and developments that better express the concept of thought and a candidate to replace the term appears and executive CEO, information professionals, information manager, leader, coach, facilitator, preservative have been used concepts such as (Koçel: 1998:19). Pass rather than the concept of the new terms and concepts discussed in this ruling. Today, however, intended for at least changing the administrator of the concept is that the content in terms of these new concepts.

This new management approach, the importance of senior management or the requirements of his job does not mean decreased, but rather knowledge of employees who show them the way to ensure efficient managers, to motivate them between the new and challenging tasks, such as the upper level was added to a task means (Drucker, 1998: 260).

Managerial skills of a manager to put forward fully, effectively functioning in other words, make a plan, organization and coordination activities have been made available and to be able to work correctly, you must have communication skills (Bayraktar, 2006: 4). Of continuity and change in the structure of the organization that created the communication process, can perform through corporate interaction. At this point, this will be given priority in the role of director of that institution.

Indeed, according to TS EN ISO 9001 which was prepared by the TSE (Turkish Standard Institute), senior management, organization and communication is the creation of appropriate communication processes (taking into account the effectiveness of quality management systems) should provide to happen. In other words, any organization that the TSE is one of the criteria required to obtain ISO 9001 certification.

Thus, in a library administrator before adding that the proactive approach is required to perform the work, other administrators, librarians should take contact with colleagues or externally. This can sometimes respond to the papers,

preparing reports and making possible the transfer of such information may be sometimes, and meetings.

8C is a formula for providing the library manager's librarians, also known as an effective communication plays an important role following criteria (Bayraktar, 2006:5):

- **Credibility:** librarians need to hear the trust managers. In this sense, the administrator must have a respectable personality.
- **Content:** Library manager is clearly correct and that they wanted to say that those requirements.
- **Context:** provide the right information to librarians and library managers are expected to make it a well-crafted content.
- **Continuity:** The library manager and this communication should take their feedback constantly must make his arguments.
- **Consistency:** Library manager told me that they should be consistent, and promised a return.
- **Channels:** Library manager is required to librarians prefer to set up communication channels to communicate. At this point the level of perception of librarians, many factors such as activated cultures.
- **Capacity of the audience:** librarians who deal with post detection levels, the correct understanding of the factors seem to play a role in sub-cultures.
- **Clarity:** The Librarians message that will be given a clear, understandable, accurate, and give simple words.

Expectations from Librarians

Traditionally, librarians were responsible to provide, organization, and protection in a standard library of the printed word to the user, beginning in the early 1990s and quickly spread to the "service oriented" approach, such as librarians, marketing and strategic decision-making made it mandatory to have more management skills. In addition, the rapid advances in Internet and digital information librarians, database management, web page design and digitization efforts, and all the equipment or technical information which has necessitated that the judge, in short, the exchange of librarians who had captured the "digital librarian" trying and started (Barton, 2006.86).

There were very large changes in the roles of reference librarians, in particular, and even now, "the teacher" must indicate the beginning called as. Indeed, the traditional role of the reference librarian, while the reference desk to wait for the user, who is now helping the user find what I learn how to began to be perceived as a teacher or trainer. In addition, reference librarians who assist in the

selection of sources of information, unlike the old have had a very active role (Li, Leung and Tam, 2007:538).

As input and intensive use of computers in the field of information services, communication of information to increase speed and accuracy considerations in gaining a new dimension to the profession of librarianship. Classical sources of information, new ones added, "multi-media" which is described as increasing the density of the multimedia type information. In this context, the role of the librarian has changed to the modern information service, has become more difficult task.

The role of librarians in the changing and difficult task at this point is extremely important to have effective communication skills. Indeed, that communicates directly with the users to the library's main customer base are librarians. So in a sense, librarians, libraries and acts as a bridge between users and users of the library or institutional administrators will face. For this reason, inspires users impression of librarians, are also factors in the perception around the outside of the library as an institution.

Follet in England in 1993, a report released that librarians should be equipped with devices which are described on the face of the needs and expectations (Follet Report, 2008):

- Teaching and learning ability
- New technology and information systems
- User-oriented approach
- Management skills.

Heery and Morgan report, three years after Follet, in the face of rapidly evolving technology, the characteristics to be re-determined the presence of a librarian. Accordingly, in 1996, librarians need to have the features are as follows (Heery and Morgan, 1996: 131):

- Teaching and learning ability
- Information technology skills are associated with
- Collaboration with academic staff
- Management skills.

Heery and Morgan's work three years later, in 1999, two Polish librarian Feret and Marcinek, a futuristic approach in 2005, "The future of academic libraries and academic librarian," a work made (Feret and Marcinek, 2007). Although small differences in work before him, notable in this study are that the librarians

expanded the scope of information technology hardware. Accordingly, the following four categories of competencies required of librarians have been collected:

1 - Communication and Study Skills

- In language proficiency (at least to be fluent in English)
- Team work to be compatible with
- Teaching and learning skills
- User-friendly
- Public relations
- Sense of humor

2 - Information Technology Skills

- Basic Level: PC, Windows and Internet Information
- Advanced: HTML, web page design, system design,

3 - Administrative Skills

- Project management skills
- Information technology management
- Time management
- Business to approach
- Analytical skills
- Global approach / Vision
- Leadership
- Knowledge of international standards
- The ability to quickly grasp

4 - Responsibility

- Intellectual curiosity
- Professional Responsibility
- Flexibility
- Multi-disciplinary and multi-faceted skills
- Entrepreneurial approach

After this study, in England in 2004 the academic library in 2010 by a group of writers and librarians need to have the features depicted and is discussed under the following headings (SCONUL, 2007):

- 1 - Service personalization: The design of services to the needs of library users.
- 2 - Cooperation: Cooperation approaches; both physically and electronically share information for academic staff includes librarians.
- 3 - Flexible use of the media: The physical space will be more flexible support of information technologies and social learning activities and will expand even more.

4 - Management and Skills: Librarians in finance, marketing, and information literacy competencies, such as must have.

CONCLUSION

An effective communication process when there is carried out, depending on many different factors. In this study, emphasis on the interpersonal communication process, librarians and library managers considering the size of both librarians and managers need to have basic communication skills emerged. This skill is the success of the library as an institution and therefore the audience from the library service also plays an important role in ensuring user satisfaction.

Libraries, which was established to ensure that users need to learn a non-profit service business. In others, such as effective communication is essential in this business. Indeed, the successful management of the library and librarians for its administrators to create, user satisfaction must be in cooperation and communication.

Identification with the library work of librarians, to embrace and adapt to changes in the goals is extremely important to know and act accordingly. Therefore, the objectives of the library, not just at the same time librarians should be aware of innovations. The opposite situation, communication within the library are not committed enough or correctly.

As a result, both librarians and library administrators for corporate success in understanding, listening, speaking, must have the ability to ask questions and show empathy. Ability to analyze problems, especially in the identification and resolution process to come forward. Reduced hierarchical steps in the library, librarians need to bi-directional communication system can transmit up to problems and requests can easily be established.

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