Effective Methods Of Leadership Communication In Information Centers: Examination Of University Libraries In The Unikop Region[1]

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Abstract

The effects of the constantly changing environment on human life and the development of the IT and technology sector have forced public institutions and IT specialists to work efficiently to meet all the different information demands from society. It is important for information professionals in the field of information science to show effective leadership characteristics while making various management decisions in the institutions they manage and to receive training in conflict communication and information management. Equipped information professionals are of great importance not only for leaders, but also for the more functional functioning of all lower and upper management levels of the organization. Taking these situations into account, academic studies can be put forward and management and communication studies can be developed in information centers. Interview method was used as the method of the study. In the first part of the study, a literature review was conducted; in the second part, the findings of the semi-structured review were analyzed, and suggestions suitable for the analysis of research findings were put forward in the conclusion part. The research data of the study can be used to test the effect of contextual factors on the relationship between information center users and information center managers.

Keywords : *Library Management, Leadership, Communication Technology, UNIKOP Region.*

JEL Classification : *C89, C89, C80, N74.*

BİLGİ MERKEZLERİNDE ETKİLİ LİDERLİK İLETİŞİMİ YÖNTEMLERİ: UNIKOP BÖLGESİNDEKİ ÜNİVERSİTE KÜTÜPHANELERİNİN İNCELENMESİ

Öz

Sürekli değişen çevrenin insan yaşamı üzerindeki etkileri ve bilişim ve teknoloji sektörünün gelişmesi, kamu kurumlarını ve bilişim uzmanlarını toplumdan gelen tüm farklı bilgi taleplerini karşılamak için verimli çalışmaya zorlamıştır. Bilgi bilimi alanındaki bilgi profesyonellerinin, yönettikleri kurumlarda çeşitli yönetim kararları alırken etkili liderlik özellikleri göstermeleri ve çatışma iletişimi ve bilgi yönetimi konusunda eğitim almaları önemlidir. Donanımlı bilgi profesyonelleri sadece liderler için değil, aynı zamanda organizasyonun tüm alt ve üst yönetim seviyelerinin daha işlevsel işleyişi için de büyük önem taşımaktadır. Bu durum göz önünde bulundurularak akademik çalışmalar ortaya konulabilir ve bilgi merkezlerinde yönetim ve iletişim çalışmaları geliştirilebilir. Çalışmanın yöntemi olarak, görüşme yöntemi kullanılmıştır. Çalışmanın birinci bölümünde literatür taraması yapılmış; ikinci bölümünde ise yarı yapılandırılmış görüşmenin bulguları analiz edilmiş ve sonuç kısmında araştırma bulgularının analizine uygun öneriler ortaya konulmuştur. Araştırmanın verileri, bağlamsal faktörlerin bilgi merkezi kullanıcıları ve bilgi merkezi yöneticileri arasındaki ilişkinin etkisini test etmek için kullanılabilir.

Anahtar Kelimeler *: Kütüphane Yönetimi, Liderlik, İletişim Teknolojileri, UNIKOP Bölgesi.*

JEL Sınıflandırması : *C89, C89, C80, N74.*

INTRODUCTION

Internal or external users using information centers, personnel of the institution (academic, administrative etc.), daily visitors, employees responsible for technical failures in the information center, interns etc. they are in constant communication with each other and their environment within the information centers. Increasing the utilization rates of resources in information centers and efficient marketing of information services can be considered the most important communication function of management. The basic marketing concept is based on administrative activities and works with human communication. Marketing mix finds its place in marketing communication, including 'sender-message-recipient-feedback'. Communication is not only a fundamental element in the conduct of interpersonal relations, but the sustainability of the structure between different states and societies, which is the result of living in communities, depends on effective communication (Doğan, 2020: 205).

However, these elements are considered insufficient for information centers that are trying to reach both potential users and existing users. These organizations should use the latest approaches in marketing management and communication to achieve their goals. Simple communication resources from time to time cannot ensure the realization of modern and efficient communication in information centers. For this purpose, advanced information communication criteria should be developed. It is important that the information communication elements and tools developed should be created in such a way as to directly contribute to information management. The elements of information management should be open to development with their communication factors. In addition to, it is also very important that information managers who will activate information communication adopt the philosophy of service understanding in a way that attaches importance to efficient and total quality. Just as the leadership abilities and business dominance levels of information center managers are crucial, it is also very important that they can present these significant features to information users. For this purpose, the presence of information center managers who have adopted communication techniques is valuable for university libraries; at the same time, it is also very important for the vision and image of the university.

It is important to increase the leadership communication skills of library managers in order to contribute to the future goals of the university. For this purpose, it should be ensured that activities that can improve the technical skills of information managers are performed. In this study, technical and academic applications that can be made in order to develop leadership skills were discussed and analyzed.

I. CONCEPTUAL FRAMEWORK

I.I. Literature Review

As the culture of knowledge and accumulation has gained importance in administrative and academic fields, advanced academic studies on information science have also started to be applied. Information science has increased the value of research output to advanced and very universal dimensions with the effective and efficient work of researchers. With the increasing importance of recording research data in the world, the growth rate of information sources has also started to show an increase. As difficulties began to be encountered in controlling and accessing existing information sources that can respond to the rapidly increasing publication volume, information began to be needed by users for this purpose, article abstracts, indexes, databases, dictionaries etc. they use it. Continuous publications released in the field of information science can be followed and their studies can be continued. Over time, the need for efficient use of resources also becomes important. In cases where these resources are not sufficient, conceptual indexes (thesaurus) have become useful for users.

The purpose of using and developing information resources is to implement information science policies. Information terminology resources are used to assist information policies. Information terminology is the function of establishing and streamlining the termical processes that should be used on the function, structure or acquisition of information in society in order to obtain information, ensure its continuous arrival and most importantly to access information easily (Ateşman, 2017: 6). Principles and strategies are laid out together with the implemented information policy. As a result of the implementation of information policies in the field of information management major changes have occurred especially in the last 50 years. The changes that took place are:

- ✓ Technology has been the sine qua non of librarianship,
- ✓ Organizational environments have expanded and diversified outside libraries,
- ✓ Access environments have expanded and diversified,
- ✓ New branches of science based on management, organization and access have been formed within the science of librarianship (Baydur, 2015: 41).

The development of information science is directly related to organizational culture. The concept of organization can be defined in the Turkish Language Institution (TDK) dictionary as follows: It is a union or organization formed by institutions or individuals who have come together to accomplish a common purpose or job (Turkish Language Institution Current English Dictionary, 2024). According to Hasanoğlu (2004: 44) "the organization is an organic system in which the order and functioning of human material resources are constantly renewed in order to meet one or more needs of people. In this system, for the purposes of the organization the objectives and needs of those who are employed in the organization are met and balanced". In society, which can be defined as a complex structure consisting of people with historical, cultural and social relations, common rules of behavior, individuals build various structures and organizations while trying to continue their daily lives and also individuals communicate within the framework of the relationships determined by these structures (Aykurt, Şeşen, 2017: 2).

The concept of organization includes a basis of agreement and unity that people put forward for the sake of a number of common goals and values. An organizational service is the realization of certain objectives with one or more individuals/groups. Organizational structure is the system that coordinates the activities of a group and harmonizes its elements with each other. The goal of the organization is generally described as finding the right ways to achieve its goals. Therefore, the term organization refers to the structure and organization of the enterprise or organization. Organizations are social systems established to achieve specific goals. It is these strategic goals that give them their true qualities. The objectives of the organization may be formal objectives determined on paper and in practice; they may be natural goals that the members of the organization develop and accept among themselves. It is accepted as a duty of the management of the organization to provide the necessary infrastructure for the interaction between the employees and the information sharing to occur in the manner and in the period required by the personnel and to prevent disruptions by following this process.

Information centers which are an important unit of academic institutions also have an organizational culture that is appropriate to them. Information centers should be equipped with certain standards and controlled with certain process elements in order to develop their services depending on organizational culture. Information centers should be inspected with total quality elements that can lay the groundwork for the emergence of efficient developments in service areas. The understanding that information centers which can be considered an information organization can achieve success through simple and ordinary business activities by focusing only on daily work flows is often emphasized in academic practice and literature studies which are no longer valid today. In addition to these highlighted elements it is recommended by information experts that information centers which are now operating in a highly competitive environment should focus on services adopting modern management methods in order to maintain their presence in the face of environmental changes and not only increase their effectiveness.

Modern management forms lead to an area where information center employees can continuously improve themselves analyze the missing aspects of the services provided and analyze their own services when necessary.

The modern understanding of information organization focuses on the idea that an information center should be able to appropriately adopt the service objectives it sets out in its own activities and that information center leaders should be involved in decision-making processes. To this end information center leaders should be willing to work in any way that would benefit information centers. Information leaders should embrace the need to guide their employees in such a way that they can help with the elements of activity that will be in the best interest of the organization. The orientation of employees in an organization in ways that will ensure the efficiency of their work results in the importance of their work activities as well as the importance of the concept of leadership. Many different definitions of leadership can be put forward. But as a general definition, the definition of a whole of processes that influence leaders and their followers through change in order to achieve organizational goals (Lussier, Achua, 2010: 13) can be considered general passes. As studies on leadership have increased the perspective on leadership has also improved. The development of the content of the leadership issue has also increased the perspectives and belonging of knowledge leaders to their organizations. The concept of leadership has evolved in a positive way many times from the past to the present and still continues to take shape as a modern concept that has not completed its development. Every significant change in the environment requires leaders to take their leadership styles one step further and to reshape their organizations with their cultures in line with these changes (Bilgin Demir, Uğurluoğlu, Ürek, 2017: 176).

Domestic and foreign articles related to leadership communication methods in information centers can be processed in more detail below (Table 1).

Table 1. Examples of Articles about Leadership Communication Methods in Libraries

Author(s), Year	Title	Findings
Asiedu, Appiah, Kwaah, 2023	Staff training and development in academia: Experiences of an academic library	When the results of this study were examined; it was seen that staff training and development has a positive impact on the work of library staff and the services they provide to their users, and therefore the necessary attention should be given. Academic libraries should consider leadership communication as a basic task and should seek out external training opportunities for staff to help them learn new ideas and skills from other institutions. The government should allocate more funds to support the training and development programs of library staff. When funding improves, adequate educational opportunities should be provided. In order to develop the century in such a way as to meticulously meet the needs of library users, the opportunity to receive education outside the library building should also be provided. In addition, continuous in-house training should be provided for the library staff to improve the provision of library and information services. This will help the staff to acquire more skills to meet the needs of library users and also to meet corporate goals. Leading personnel with great dedication and administrative experience who have worked for many years should be included in the in-house training program to share their experiences and knowledge with less experienced ones.

Borodai, Tatarchuk, Pidhaina, 2022	Information technology in activities of the world's leading libraries and their use under modern communications	Among the priority tasks of foreign libraries are to be able to display their e-products, develop search information strategies, solve problems of digitization of documents and introduce innovative information tools. There are services available. At the point reached in the development of communication technologies, information center leaders worked in US libraries that implemented the first projects to inform the library process, digitalize holdings and create e-libraries in the 1970's. Among European countries, information and communication technology is intensively applied in the libraries of Germany, Sweden and Denmark. The concept of the mechanism of information flows has developed rapidly in libraries in the East, especially in China, Japan and Korea. As a result, the main purpose of developing communication technologies and conducting leadership studies in information centers; it is to perform the necessary tasks, create integrated global information resources based on the institutional activities of libraries for the accumulation, storage and dissemination of information flows, and the development of effective search engines and information services for users.
Dutta, 2021	Role of communication skills in effective management of library and information centres	As a result of the study; the following points should be focused on; communication skills in information centers are not only effective on users, but also on publishers and potential users. As a manager, his perspective on events should be pragmatic rather than philosophical. Communication skills that develop over time can enable management to make decisions at different management levels as well. Thus, the feeling of trust between the employees and the library management can increase. Communication is of great importance in providing better service to users. Libraries and information centers, which are one of the service-oriented institutions, can also increase their ability to provide services in efficient ways with their communication skills. Effective communication is essential for this to be fully achieved. Effective communication provides a lot of benefits in libraries and information centers. In the effective management of libraries and information centers, social skills, speaking skills, writing skills, presentation skills, communication skills etc. in different forms will also strengthen over time.

Oyelude, Oladele, 2014	The leadership dimension in information and communication technology adoption in African libraries	As a result of the research; it has been seen that many of the managers of African libraries are librarians who are more closed to technological innovations that have developed recently due to their high age. In addition, it is observed that the younger generation of librarians and information specialists are improving themselves in artificial intelligence and information technologies at a higher rate and helping the users who use information centers in this regard. The development of leadership skills in African libraries is very important when considering the technological development of information centers. With the influence of frequent social changes in the country, policies on obtaining and using information need to be reconsidered. Before technical-technological renewals and changes are initiated in information centers, senior and middle level managers in the existing library system should be ensured to prioritize and adopt the need for change. Mentoring and leadership programs should be given priority. Experts should be able to share what they know with juniors. Leaders; younger people should be led, and in this process, if necessary, the personal training of leaders should be prioritized. Thus, the work of the younger generation will be directed in a positive direction. Change management workshops for library leaders should be encouraged and they should be prepared to remove barriers to the next generation. When these studies are implemented, academic libraries in the country will be able to gain a leading place in the world of technology and information.
Yıldız, 2012	Effective communication skills to manage the library: Relations between managers and librarians	Considering the point reached by the study, when the application of effective communication techniques in information centers is carried out depending on many different factors, it also ensures the continuity of an effective communication process. Interpersonal communication is important in information centers, both librarians and managers need to have basic communication skills. Library managers especially need to improve their skills. The audience from the library service also plays an important role in ensuring user satisfaction. In order for the library and library managers to manage the communication processes successfully, user satisfaction and cooperation are of great importance. Librarians need to improve their library work and adopt changes in goals. Among the library's service purposes is to inform librarians about innovations. During periods when this situation does not exist, communication within the library cannot be carried out adequately or correctly. As a result, both librarians and library managers should have the ability to understand, listen, speak, ask questions and show empathy for institutional success. Reducing the hierarchical steps in the library, librarians can easily communicate and set up problems and requests up to the two-way communication system needed.

Etebu, 2010	Communication in the library for effective administration	According to Etebu; there is always a solution to permanent or temporary problems in information centers. Communication problems in the library are natural, but they can be solved to some extent. In order to prevent disruption of the smooth functioning of the library, university librarians and administrators should maintain regular contact with the staff, formally and informally, in order to monitor the activities of their subordinates. Library managers can organize regular meetings with the top hierarchy, starting with a weekly briefing on all library topics, to facilitate understanding of current problems and formulate the best possible strategy for solving them. This situation requires two-way communication. The library manager should give incentives to his staff to keep them motivated. Library administrators can identify the personnel who provide guidance services that can help library users with their operations. In this way, users of all types can make the most of the library. Library managers should select staff who can ensure that university students can get better services. In addition, library managers should send their staff to short courses or advanced studies at regular intervals in order to provide current trending information to users and improve the knowledge of staff. Effective communication is the cornerstone of good management. The purpose of proper communication in the library is to ensure that users make good use of resources that can be obtained with few facilities and that library staff know what their responsibilities are.

As can be seen from the articles discussed in the literature study, it is very important for information specialists to improve their personal, technical and academic communication skills. A leader can benefit his institution to the extent that he develops his abilities. All kinds of communication skills training to be given to employees in information centers will also ensure the development of information centers. Information specialists should never consider their current knowledge sufficient at any time and should always consider themselves ready to acquire new information. Thus, they will also be able to pioneer lifelong learning activities. Information specialists need to be convinced that information users and information managers should take their ideas and get help from information specialists about their contribution to information science.

It is also important to be able to measure the leadership perceptions of information professionals. While information professionals tend to be selective about information leadership, information centers also have broad missions that will serve everyone. While information leadership techniques help information centers fulfill their tasks, especially in information sharing, the full application of information management techniques can lead to the evaluation of some library services or programs. In addition, in some cases information specialists should also be provided with in-service training by senior management, if necessary, in order to gain more creative leadership skills. Although information center managers are not very preferred in this regard, tasks should be given. The information center manager should always be challenged to become a more experienced and efficient manager.

The development of the leadership characteristics of information professionals can develop with the support of senior management. It should be remembered that every information specialist who is directed by the top management, supported financially and spiritually and whose service is valued will work more efficiently and willingly. In most cases, the services provided in the information centers contribute to the success of the university's senior management. A smart and future-oriented senior manager will always give endless support to information centers that are the center of information resources. In addition to all these, library managers should prioritize providing services in such a way that they can provide current trend information to their users and attract the attention of their users to the information center at all times.

I.II. The Concept of Learning Organizations

The concept of organizational learning has become controversial over time, and the definitions of organizational learning have also begun to be discussed in more detail. The learning organization is in the state of an organism that has succeeded in organizational learning and has made learning its basic philosophy. A learning organization is basically close to a lifelong learning approach; at the same time, competitive advantage and the implementation of high-performance services can prevent the decline of customer-oriented service, as well as improve quality and ensure a prior understanding of risks. In addition, it is very important to be aware of internal and personal variables in order to be able to organize innovations better and communicate with the planned working masses (Ayhan, 2010: 80). Organizational learning to respond to change and develop more cohesive systems and structures has become a particularly interesting application for large organizations. The impact of rapid technological change on organizations over time has also increased the interest in organizational learning. Organizational learning has developed with the daily life practice of the internet and has become an effective role in many issues ranging from individual's social relations, consumption habits, health attitudes, cultural activities (Ertürk, 2022: 138).

In today's information era organizations where information management is of great importance bringing people and technology together and using information is a fundamental field of activity. In this context, especially in organizations where knowledge is at the forefront, employees and users are encouraged to learn and develop with a variety of material and/or spiritual opportunities. In order for employees to develop themselves environments are created that enable them to learn continuously. Learning occurs as a result of the spread of knowledge to the organizational level with the support of the individual's experiences in and out of the work environment. At this point the learning organization comes into play. The learning organization is a contemporary management practice that can keep pace with changes. The basic approach of learning organizations is that they view management techniques as corrective instruments for the offending aspects of information enterprises. If a disruption is noticed in any direction of the organization's activities the organizations take measures to prevent them and develop the models and systems necessary for this. Thinking organizations strive to diagnose business problems quickly and focus on taking physical action as soon as possible. Knowledge leaders are also trained in this direction. The success or failures of organizations in conducting leadership studies may be due to environmental and organizational forces that are not under the control of leaders. In addition, leadership plays a critical role in industrial, educational, military, social areas and is seen as an important research topic. However, the definition of leadership can vary depending on the objectives sought to be expressed and can be broad or narrow meaning (Bass, Stodgill, 1990: 9).

Information leaders are individuals who adapt and adopt special strategies for the realization of the goals and objectives of the information organization. Information centers can show improvement depending on the behavior of information leaders. Effective knowledge leaders often have an important value in the development of the organization and in improving its performance much better. In order for leaders to decide to succeed effectively in line with the organization's goals, they need to take into account the current situation and prepare the necessary strategies and plans for the organization. It is believed that the adoption of leadership behaviors requires managerial skills and competencies for organizational activities, while creating an environment that allows information sharing for employees (Akpotu, Yasemin, 2013: 5). Information leaders provide the services of information centers, etc. they manage, direct and control. Knowledge leaders should create specific organizational strategies at each step of the processes of acquiring knowledge and developing knowledge and follow the continuity of the processes. The presence of leadership behaviors necessary for these strategies in knowledge leaders has an important value in terms of the implementation of knowledge management.

In some cases, information leaders may need to increase their awareness about the extent to which they can influence the information culture and what applications they can implement. Examples such as this academic study can be made in order to make the most valuable and up-to-date contributions to these situations, and surveys can be conducted with semi-structured interviews with information leaders in order to learn their ideas, as well as in-service trainings can be provided if necessary.

The information management process is a chain process. The establishment and maintenance of cooperation between information center employees, managers and information specialists within the framework of organizational goals from the beginning to the end ensures decient functioning of information services. The services provided in information centers should never be provided in the form of a 'closed box service'. On the contrary, it is very important to be transparent and in a state of orientation towards lifelong learning. In this regard, information managers have great tasks. Because, one of the most important characteristics that distinguishes humans from other living beings is their need for information and their need for lifelong learning (Altay, Zan, 2021: 129).

The process of acquiring information in university libraries, which are at the forefront of information institutions, is an important strategic process that results in the storage of information and the support of information specialists. Being able to manage information in a good way provides a competitive advantage over other organizations in changing environmental conditions. Information management is used for many purposes inside and outside the organization. Certain infrastructure technologies, such as hardware and software, which are necessary for effective information management, must be created in advance (Karamanlıoğlu, Şenkul, Sığrı, 2017: 107).

The information management process can be drawn as follows in Figure 1 below with the summary information extracted from the topic.
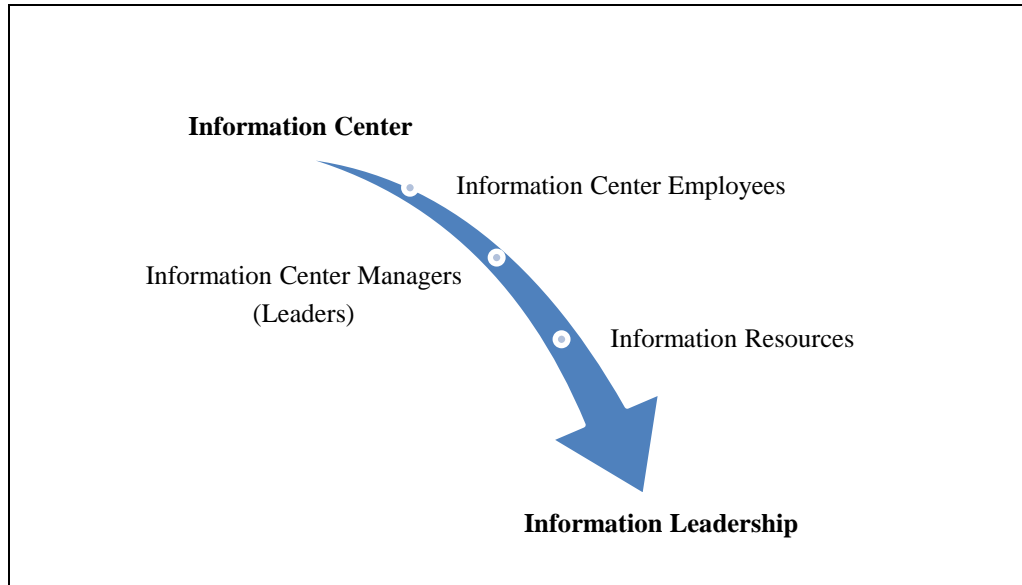

Figure 1. Information Management Process (Source: The author's)

I.III. Examination of the Concept of Leadership Communication

Definitions related to leadership communication can be taken from some authors. Based on the definitions received from the authors, the importance of leadership communication in information centers can be emphasized.

Leadership communication; is the ability of the leader who manages the institution to measure the communication activities with subordinates, superiors and people in the environment and to see the leadership ability. Communication leaders have vital responsibilities for the development of communication skills. The ability to strategize, coordinate, motivate, influence, set direction, manage people inside and outside an organization depends on the ability to communicate effectively. In a recent study of more than 5000 job postings researchers; they found that skills related to financial and technical abilities are important in an institution where strong social skills and communication skills develop (Fuller, 2022: 43).

According to Parson and Stonestreet, leadership communication is a method of clearly expressing the expectations of organizations/companies with communication skills and providing feedback. It is known that this method has a significant effect on job satisfaction (Parson, Stonestreet, 2003: 120).

Based on the definitions of Fuller, Parson and Stonestreet; it is seen that leadership communication is applicable in all kinds of institutions. In this respect, information leaders are also pioneers in the use of modern communication elements. It has adopted a competitive understanding of common values, information flow, library and information service analysis and assimilation in an information center where users communicate and their various requests are constantly monitored. The concepts of people, information and efficiency, which are the basic elements in the development of information centers and the realization of the organization's goals, are also in the focus. While forming the basis of a society structure that has adopted access to information and adopted the philosophy of lifelong learning, the work of information centers on communication will be pioneering.

Information centers have come to the line of organizations that can develop their identities in many different ways. By adopting a model that can provide efficient and profitable management of information centers, user groups should be developed that can anticipate the needs of potential or active users who can meet them in the future, have the potential to realize continuous and effective communication. In addition, it is necessary to identify

different activities in which information specialists systematically operate and can make positive contributions to their institutions by developing previously tried and/or untested communication methods.

Today, due to epidemics or various disasters, new knowledge and skills are needed to assess the changing needs of researchers and the increased leisure time in people's daily lives. Information centers will also be able to offer more intensive labor in meeting these new demands. Information professionals, librarians and information managers should also use modern communication techniques to ensure the continuity and success of their services by using this power and influence. It will not be possible to prevent the development rates of all information centers that realize that communication is a great power today and in the future. Knowledge has been a great power in all ages of history, and this power will always be a pioneer in providing the enlightenment of humanity. The partnership of effective communication and information will carry human history into the future.

I.IV. UNIKOP Region and University Libraries in UNIKOP Region

KOP Region Universities Association (UNIKOP) gathered on February 1, 2018 with the participation of 12 university Rectors from 8 provinces (public-private university) hosted by Necmettin Erbakan University. UNIKOP member universities are as follows: (UNIKOP Region, 2024)

- ✓ Kırşehir Ahi Evran University
- ✓ Aksaray University
- ✓ Bozok University (Yozgat)
- ✓ Cappadocia University (Nevşehir)
- ✓ Karamanoğlu Mehmetbey University (Karaman)
- ✓ Kırıkkale University
- ✓ Konya Gıda ve Tarım University
- ✓ KTO Karatay University
- ✓ Necmettin Erbakan University (Konya)
- ✓ Nevşehir Hacı Bektaş Veli University
- ✓ Nigde Omer Halisdemir University
- ✓ Selçuk University (Konya)

The most important reason why university libraries in the UNIKOP region were preferred in the study is that the issues of alternative and sustainable energy sources, development of sustainable resources, information technologies and cyber security, which have an important place among the regional development goals, come to the fore in UNIKOP universities. Because it can be achieved by ensuring that information centers are sustainable and constantly support university services, as well as strong leadership characteristics in information centers. It would be quite natural for the services of a library with strong managers to be strong as well. Besides ease of access for the author is another reason for choosing the region. Taking these reasons into account, it will be an important study to analyze the methods of leadership communication that will be maintained in university libraries in the UNIKOP Region.

UNIKOP is a model university association organized specifically for regional development administrations in Turkey. University-public-industry cooperation is important for the formation of a sustainable regional R&D and innovation ecosystem. In the short term, UNIKOP aims to deconstruct the R&D infrastructure and capacities of universities (research infrastructure, human capital, etc.) are targeted to be determined. The future goals of universities affiliated to UNIKOP are as follows[3]:

*Taking into account the developments in technology, the needs of the region will be determined and the needs for the future will be projected. A regional R&D and innovation strategy will be prepared on behalf of regional development, and regional development focus areas will be determined.

*In accordance with the mission decoupling project of the Higher Education Institution (YOK), the focus areas of R &D and innovation of universities will be determined.

*Cooperation between the regional universities will be further developed to cover regional development.

*A projection of the qualified workforce that the region will need in the future will be made and, in particular, vocational training will be planned according to this projection with the participation of relevant actors.

*It is expected that the contribution and role of the university will be further increased in the direction of proper planning and effective use of funding resources with the participation of relevant stakeholders, taking into account the needs of the region.

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[3] https://www.unikop-konsorsiyum.org/hakkinda

*In addition to economic development, emphasis was placed on the importance of sociocultural development and environmental protection in regional development. For these purposes, it is important to support the cooperation of universities with relevant stakeholders in the region.

*Until now, the universities in the region have been at the student and academic level the activities they organize together (project, congresses, workshops, symposiums, conferences, etc.) will continue to increase.

*Capacity and services of technocents established in the region policies and mechanisms will be developed for all regional universities to benefit effectively.

*Common strategies will be developed and activities will be organized for the promotion of regional university libraries (especially in the international arena).

II. METHOD AND MATERIALS

The methodology of the research is based on structural-functional and general scientific methods. In the study, 'qualitative data analysis', 'interview' and 'synthesis methods' were used. In addition, the primary journals covered by SSCI, AHCI, SCI and SCOPUS, journals in the TR Index category and other sources were scanned by interval and examined in terms of being a source for both the literature and the model part of the article.

In the study, by obtaining the necessary legal permissions (ethics committee decision) data were collected by conducting interviews. At the interview stage, an appropriate number of sample questions were prepared and a 'semi-structured interview form', which is more flexible than a structured interview, was applied for library administrators. In a semi-structured interview, the data are usually conducted with pre-prepared questions in the participants natural environment (Bogdan, Biklen, 2007: 5). By following the analysis method; in addition to following the publications and applications made in this field before, by highlighting the potential of information and communication technology to improve user-customer services, developing innovative technologies in the leading university libraries of the world and Turkey, the user-customer services that the user needs to improve in terms of the development of information and library services were examined. By following the interview method; it has made it possible to see to what extent information center managers who manage different university libraries can use information technologies in library studies. In the semi-structured interview, the researcher prepares the interview plan containing the questions he plans to ask in advance (Ekiz, 2003: 7). With the synthesis method of the research results; the data obtained from 12 different libraries were analyzed and conclusions were drawn.

In order to obtain the study data, data were collected through 'semi-structured interviews' with managers from 12 university libraries affiliated to UNIKOP in the surrounding provinces. The obtained data were analyzed and interpreted by 'qualitative data analysis method'. The universe of the research is the university libraries of the cities within UNIKOP (12 university libraries, 12 administrative staff).

Table 2. Table of Interview Details

The Institution Interviewed
Aksaray University Central Library
Bozok University Central Library (e-mail)
Kapadokya University Central Library
Kırıkkale University Central Library (e-mail)
Karamanoğlu Mehmetbey University Central Library (e-mail)
Kırşehir Ahievran University Central Library
Konya Gıda ve Tarım University Central Library
KTO Karatay University Central Library
Necmettin Erbakan University Central Library
Nevşehir Hacı Bektaş Veli University Central Library
Nigde Omer Halisdemir University Central Library
Selçuk University Central Library

The following questions were posed to the researchers:

Question 1: Do you practice leadership communication methods in your libraries? Can you give information

about the content and applications?

Question 2: How is the staff-leader communication in your libraries? How is the staff's perspective on communication studies?

Question 3: What is the importance of the communication infrastructure in your library in terms of ensuring public benefit?

Question 4: What are your suggestions about what kind of leadership approach should be developed in the future?

Question 5: What are your feelings about the interview?

Question 6: Are there any issues that you would like to add or suggest?

In order to provide the infrastructure for this article, which will be developed by analyzing the communication skills of information center managers, 12 university library managers were interviewed. The professional experience of the officials, whose ages range from 40 to 60, varies between 10-20 years (3 people) and 20-30 years (9 people). Each of the participants is a university graduate and experienced people who have worked in the librarianship profession for a certain number of years.

III. FINDINGS

The results obtained from the 'semi-structured interview' conducted on 12 university libraries were evaluated. The evaluation is the sum of the data obtained from 6 questions posed to the administrators of 12 libraries and the data provided from the administrators own personal suggestions.

At the interview stage, it was seen that the managers acted timid at first, then warmed up to the subject as explanations were made to them and gave answers objectively. In the interview, the data from 'Bozok University, Kırıkkale University, Karamanoğlu Mehmetbey University' were obtained by e-mail method (Due to the distance between the cities where the universities are located and the city of the author, this method has been preferred).

Table 3 shows a general analysis of the data obtained from the administrators of the relevant university libraries. The data obtained from the analysis are classified according to 5 elements to match the content of the questions asked. According to the subject of the study, these elements are as follows: "Leadership Communication Ability, The Staff's Point of View, Communication Infrastructure of the Library, Ensuring the Public Benefit, Library Manager Contribution to the Study Proposal."

Table 4; it has been created for the quantitative treatment of the information analyzed in Table 3. In this table, the Analysis of Library Managers Perspectives on Leadership Communication has been carried out.

In the research, institution names were coded in order to ensure objectivity, not to disclose institution managers and to ensure that institution managers can answer questions more easily (It is only between the author and the institution leader which decode numbers correspond to which university). The purpose of choosing this type of method is to ensure that the results that the study wants to achieve are achieved at a higher rate than institutional criticism-self-criticism.

Table 3. Interview Analysis Results

University Code Number	Leadership Communication Ability	The Staff's Point of View	Communication Infrastructure of the Library	Ensuring the Public Benefit	Library Manager Contribution to the Study Proposal
University 1	In this regard, the library manager stated that he received in-service training at his institution 4 years ago and that this training was very useful to him. The manager considers himself capable and sufficient in this regard.	The communication between the library staff and the library manager is efficient. The library staff considers the leadership abilities of the manager to be quite sufficient.	The library's communication infrastructure, keeping individual relationships intact and continuous exchange of information between staff (e-mail, social media sharing etc.) are kept intact by being made.	Regarding the provision of public interest, all the staff members have stated that their main duties are on this issue. It has already been stated that an institution in which there is no public benefit should not continue for a long time.	_
University 2	The library management, stated that they should be given more leadership training. In this regard, they have stated that they have benefited from the Presidential Career Gate website[4]. However, they stated that they need expert training in leadership and communication by one-on-one university management and Higher Education Institution.	The communication between the library staff and the library manager is efficient. The library staff considers the leadership abilities of the manager to be quite sufficient.	There are enough. Social networks can be used whenever necessary. There is no personal-group problem among the staff.	Regarding the provision of public interest, all the staff members have stated that their main duties are on this issue. It has already been stated that an institution in which there is no public benefit should not continue for a long time.	_
University 3	The library manager stated that he received in-service training on communication and leadership at his institution 8-10 years ago, and this training did not mean much to him at that time. Because he stated that he was not a manager yet at that time and did not anticipate that he would be able to reach this position in the future. However, the manager has developed his skills over the years.	The perspective of the library leader and staff on communication elements should be updated, library facilities should be technologically improved.	There has been no comment on this issue.	Regarding the provision of public interest, all the staff members have stated that their main duties are on this issue. It has already been stated that an institution in which there is no public benefit should not continue for a long time.	_

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[4] https://kariyerkapisi.cbiko.gov.tr/

University 4	Although the manager considers himself sufficient in terms of executive abilities, he states that the constant circulation of managers within the university is harmful to the institution. This situation seriously prevents a manager from showing his talent. For this reason, it should be ensured that managers can work at their post for longer periods of time.	As a negative situation in our information center; it should be prevented frequent circulation of permanent administrators and staff throughout the university. This situation also prevents the training of experienced staff to manage the information center.	It is not considered to be sufficient.	Regarding the provision of public interest, all the staff members have stated that their main duties are on this issue. It has already been stated that an institution in which there is no public benefit should not continue for a long time.	In order to measure whether the leadership and user communication of the library manager and staff are sufficient, user statistics should be kept every 2-3 months. These statistics should be mandatory in every library and reports should be provided to the senior management from time to time.
University 5	The library manager said that he reads a lot of personal development resources and has a lot of knowledge about leadership communication. The manager suggests that he has a very efficient and technological leadership ability for his staff and his institution.	The communication between the library staff and the library manager is efficient. The library staff considers the leadership abilities of the manager to be quite sufficient.	It has been stated that the communication tools and communication between people in the library are very friendly.	Regarding the provision of public interest, all the staff members have stated that their main duties are on this issue. It has already been stated that an institution in which there is no public benefit should not continue for a long time.	–
University 6	As the library manager, he stated that he has worked hard throughout his professional life to exchange and provide information in the institution, improve interactions between people and collections and increase communication between library and user. Although the manager considers himself sufficient in this regard, he has stated that he is always open to in-service training.	They stated that they appreciated the library manager's leadership and managerial ability.	It has been stated that the communication tool and communication between people in the library are very friendly.	Regarding the provision of public interest, all the staff members have stated that their main duties are on this issue. It has already been stated that an institution in which there is no public benefit should not continue for a long time.	–

University 7	Although the manager considers himself sufficient in terms of executive abilities, he states that the constant circulation of managers within the university is harmful to the institution. This situation seriously prevents a manager from showing his talent. For this reason, it should be ensured that managers can work at their post for longer periods of time.	It is not considered to be sufficient.	It has been stated that the communication tool and communication between people in the library are very friendly.	Regarding the provision of public interest, all the staff members have stated that their main duties are on this issue. It has already been stated that an institution in which there is no public benefit should not continue for a long time.	Libraries are communicative in society by their nature and they can only achieve their main purpose through communication. As a social institution, the library is a productive institution to the extent that it can respond to the needs of society.
University 8	It is not considered to be sufficient.	It is not considered to be sufficient.	They stated that the communication tools in the library are sufficient and that they are following the technology in this regard.	Regarding the provision of public interest, all the staff members have stated that their main duties are on this issue. It has already been stated that an institution in which there is no public benefit should not continue for a long time.	_
University 9	The main task of a library manager is to contribute to the realization of the social communication process of libraries. The high leadership ability of the manager will help in meeting the needs of library users and staff. In this respect, the administrator considers himself quite sufficient and stated that he also helps other university librarian administrators who consult him.	The communication between the library staff and the library manager is efficient. The library staff considers the leadership abilities of the manager to be quite sufficient.	They stated that the communication tools in the library are sufficient and that they are following the technology in this regard.	Regarding the provision of public interest, all the staff members have stated that their main duties are on this issue. It has already been stated that an institution in which there is no public benefit should not continue for a long time.	_

University 10	He states that he is a manager who attaches great importance to all the operations performed in the library and that he has sufficient knowledge about leadership communication.	The communication between the library staff and the library manager is efficient. The library staff considers the leadership abilities of the manager to be quite sufficient.	They stated that the communication tools in the library are sufficient and that they are following the technology in this regard.	Regarding the provision of public interest, all the staff members have stated that their main duties are on this issue. It has already been stated that an institution in which there is no public benefit should not continue for a long time.	It is stated that the communication rules are followed in accordance with the library policy. However, sometimes there may be some communication breakdowns between them and the users and complaints from the users from time to time due to the strict instructions given by the university's senior management to the library administration and the fact that they want the rules to be applied. Library management is often left alone in this regard. In order to correct this situation, it is useful for the university senior management to receive leadership training.
University 11	The library manager states that they have not received any support from the top management on this issue and this situation also reduces his motivation. But despite this negative situation, he stated that he was doing his best in leadership and that his communication ability was also sufficient.	The communication between the library staff and the library manager is efficient. The library staff considers the leadership abilities of the manager to be quite sufficient.	There are enough. Social networks can be used whenever necessary. There is no personal-group problem among the staff.	Regarding the provision of public interest, all the staff members have stated that their main duties are on this issue. But, as they also added, it was argued that even if there is no public interest, the benefit of information center users should also be at the forefront.	They stated that university senior management should be trained in leadership education. It is hoped that the top management's view of the information center can also have a positive impact on this issue.
University 12	–	The communication between the	They stated that the communication tools in the library are	Regarding the provision of public interest, all the staff	They stated that the senior management of

		library staff and the library manager is efficient. The library staff considers the leadership abilities of the manager to be quite sufficient.	sufficient and that they are following the technology in this regard.	members have stated that their main duties are on this issue. But, as they also added, it was argued that even if there is no public interest, the benefit of information center users should also be at the forefront.	the university and all academics should be trained in leadership education. They stated that even academicians from the Faculty of Economics and Administrative Sciences who have been conducting research and publications on this subject for years and are expected to be the best practitioners forget about their libraries when they come to the office and never attach importance to leadership communication. They added that this situation left a negative impression on them and caused their corporate affiliation to decline.

Table 4. Analysis of the Perspective Angles of Library Managers to Leadership Communication

	Positive Outlook						Negative Point of View				
	A	*B*	*C*	*D*	*E*		*A*	*B*	*C*	*D*	*E*
University 1	X	X	X	X	X		-	-	-	-	-
University 2	X	X	X	X	X		-	-	-	-	-
University 3	X	X	-	X	X		-	-	X	-	-
University 4	X	-	-	X	X		-	X	X	-	-
University 5	X	X	X	X	X		-	-	-	-	-
University 6	X	X	X	X	X		-	-	-	-	-
University 7	X	-	X	X	X		-	X	-	-	-
University 8	-	-	X	X	X		X	X	-	-	-
University 9	X	X	X	X	X		-	-	-	-	-
University 10	X	X	X	X	X		-	-	-	-	-
University 11	X	X	X	X	X		-	-	-	-	-
University 12	X	X	X	X	-		-	-	-	-	X

Note: A. Leadership Communication Ability
B. The Staff's Point of View
C. Communication Infrastructure of the Library
D. Ensuring the Public Benefit
E. Library Manager Contribution to the Study Proposal

Quantitative data from the study include:
✓ The rate of positive perspectives of library managers on *Leadership Communication Abilities* is 91.6%.
✓ *The Library Staff's Point of view* has a 75% positive view of their manager's leadership communication ability.
✓ The positive outlook of libraries on the *Communication Infrastructure of Library* is 83.3%.
✓ The rate of *Ensuring the Public Benefit* is 100%.
✓ The *Contribution of Library Managers* who were interviewed on the subject of the article who proposed ideas specifically is 91.6%.

CONCLUSIONS AND RECOMMENDATIONS

Nowadays; trade, education, cultural exchange, migrations etc. for some reason, interactions between different cultures have continued. As a result of these interactions, the development of communication technologies has brought people and cultures together more and started to resemble each other. With the technological developments in the last two hundred years of human history, the borders on the world have disappeared and the need for communication and interaction of individuals from different cultures has increased. Today, in Mcluhan's words there is no longer a completely homogeneous society in the 'global village' and communication between societies has become a deceptive condition.

Libraries are constantly undergoing progress and change today, and this is becoming increasingly important for more dynamic leadership organizations. According to Fallon and his friends (2011:7) "Libraries can never be in danger if the organization's leaders are ready to take leadership responsibilities in the organization's change process." It is important for library managers to keep their social communication skills high in all aspects and to be able to approach even some meaningless requests of their users with patience. Of course, not every request can be answered. But in some cases, even just listening to users may be enough.

Hardworking and strong leaders take on the responsibilities of a strong organization and cope with challenges, creating a strong team that will make a wise decision for success. Library leaders may be in a position to manage teams of employees and volunteers from different generations and cultural backgrounds. To the differences between employees (age, gender, ability, etc.) by identifying them; they can help library management specialists solve conflicts that have/may be experienced and create reliable cooperation structures. In order to gain communication skills in this regard, technical /academic studies on the training of managers should be continued.

Leaders of institutional libraries that provide effective and powerful services establish strong leadership at an advanced level in all processes of institutional services and form well-organized teams in the organization in order to achieve their future goals. Libraries are showing significant improvements in their open access and institutional archives with the technologies they are developing every day. Information specialists are aware of how information institutions can be supported in which ways. Many library professionals support online learning and work to improve access to information wherever they are. In fact, it is very important that leaders are trained and leaders are open to lifelong learning. Information centers and managers who have been providing the same service for years under the same conditions and without improving themselves actually have no benefits for their institutions. The services provided only in the philosophy of saving the day have no real benefit to that institution. In terms of leadership communication, seniority-age, etc. it is not the elements; it is important to realize the understanding of learning to learn completely. The dismissal of all the information center managers who resist this situation will be the most appropriate course of action. It is absolutely necessary to implement the performance system in this area.

In order to support this article over time and/or to produce a more efficient publication than this work, more academic studies should be conducted on the main topic of the article and focus on opportunities and activities that can improve the leadership characteristics of information specialists.

The study's recommendations for the future may be as follows:

✓ Information specialists need a positive perspective and approach. Leaders should be a confident, creative thinker and open-minded.

✓ Websites can be designed to improve the leadership abilities of information and document managers and to appeal to them more.

✓ Current/potential errors should be corrected taking into account feedback from users. Necessary measures should be taken to keep the study up-to-date and reliable. By constantly researching the current literature, articles-books written on this subject, etc. the public's interest in the works should never be lost.

✓ Library managers should not cause injustice and violation regarding the distribution of staff duties.

✓ In order to measure user satisfaction, user statistics should be kept.

✓ In order to ensure the continuity of information, the library staff often should be prevented from circulating at intervals.

✓ Librarians and managers working in libraries should pay attention to professional cooperation and solidarity. Librarians need to be motivated and appreciated by senior management.

✓ In order to benefit more from the research, research data should be used by as many people as possible. If possible, open access should be provided. In cases where open access cannot be provided, abstracts or introductory blog posts should be written about the work, the subject should be constantly processed and should not be forgotten.

✓ The institution, which is located in the infrastructure of the Ministry of Industry and Technology, can be established under the name of the General Directorate of Information Science Terminology and Leadership of Turkey. When opening a new business area and/or expanding the business area and dividing it into subfields, it should be mandatory to take the opinions of the General Directorate of Information and Scientific Terminology and Leadership of Turkey. In this context, a Directorate can be established.

✓ In order for technology-oriented information centers to implement effective information management, it is necessary to create various interaction platforms that create an important infrastructure for them. The necessary incentives should be provided for information centers to improve themselves and e-learning environments should be created for this purpose. In addition, authorizations should be made to give more responsibilities to employees and to implement them. Leaders should build all these management skills within the framework of an important vision.

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Appendix 1: SEMI-STRUCTURED INTERVIEW FORM

SEMI-STRUCTURED INTERVIEW FORM

***Researcher:**

***Name and reason of the research:** You have been invited to participate in the research named above, which is planned within the scope of the Research Article entitled "EFFECTIVE METHODS OF LEADERSHIP COMMUNICATION IN INFORMATION CENTERS: EXAMINATION OF UNIVERSITY LIBRARIES IN THE UNIKOP REGION". Before you agree to participate in this research, you should understand the purpose of the research and make your decision freely within the framework of this information. Please read the information below carefully, if you have any questions, ask and ask for clear answers.

***Purpose of the Study:** The situations intended by this research are as follows:

1) To be able to analyze the methods of leadership communication applied in University Libraries in the UNIKOP Region and to determine the details of an efficient inter-institutional network that can be established between these libraries. To be able to analyze the methods of leadership communication applied in University Libraries in the UNIKOP Region.

2) With this study, it is to be able to put forward a source-model for studies that can be done on similar topics in the future.

***Assurance of the Protection of Personal Data**

Taking part in this research depends entirely on your wishes. You can refuse to take part in the research or leave it halfway after it has started. The results of this research will be used for scientific purposes. If you withdraw from the research or are excluded from the research by the researcher, the data about you will not be used. All information obtained from you will be kept confidential and the confidentiality of your identity information, if any will be protected when the research is published.

***Research Questions:**

Question 1. Do you practice leadership communication methods in your libraries? Can you give information about the content and applications?

Question 2: How is the staff-leader communication in your libraries? How is the staff's perspective on communication studies?

Question 3: What is the importance of the communication infrastructure in your library in terms of ensuring public benefit?

Question 4: What are your suggestions about what kind of leadership approach should be developed in the future?

Question 5: What are your feelings about the interview?

Question 6: Are there any issues that you would like to add or suggest?