Communications Management: A Glance At Communicative Skills in IT and Science Knowledge

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ABSTRACT

Nowadays considering behavioral complexity in organizations the managers need to know different skills such as the skill to communicate in order to guide and lead their organization. Having effective communication is one of the key elements of managers' success because the data in organization are due to communications and all speech, writing and moving activities are used to transfer concept or influence on others. Considering libraries are flexible most of the members (Clients) are unpredictable and their demands are different some managerial challenges appear in this profession. So if proper mechanisms are selected to communicate, the professional lifemay be more useful and fruitful and satisfy the library clients and informative centers. This article tries to show librarians' and information network specialists' skills as communication management.

INTRODUCTION

Communication plays essential role in human life; the best ideas and the most creative offers or the most interesting programs may not be available without communication. So managers need communicative skill which may make them successful (Robins and Colter, 1996, 610). Librarians and other information specialists intentionally or accidentally have always interrelations. Our interactions are successful or unsuccessful under direct influence of our ability to relate. Likewise, successful communication is very important for each organization's success. Communication creation is an underlying skill able to convert what a manager does to achievement or destroy it (Owns et al., 2009).

In 1945 in his article David Maxfield used for the first time the interview principles in field of consultation between a librarian and the clients. The consultant librarian introduced by Maxfield uses four techniques in interview: acceptance, understanding, dialogue and cooperation (Geneish & Generish, 1994).

Many librarians are not able to relate well with the clients and although they have enough knowledge they are not successful in their work. The successful librarian are ones who benefit well from their affective potentials and create an effective and creative communication because each client has his (her) special simple or complicated demands. When faced complicated demands the librarians need specialty to clarify the ambiguity in the demand and guide him (her) towards his (her) necessary information (ZareFarashbandi, 2001). In fact, the successful librarians emphasize on emotional intelligence promotion and affective potentials education on this basis if the librarians of a library have knowledge, experience and at the same time, emotional intelligence and communication skills enough, they may have sound communication with the clients to create a friendly and sound space and be in line with the library goals and encourage the clients (Raeissi et al., 2001).

Torabi's et al., (2009) findings indicate there is positive and significant relation between communication skills and their efficiency in managers' viewpoint. In fact, organizational communications and communicative skills have interactions with people's efficiency and manager's knowledge and awareness regarding such interactions lead to favorable results in management; in other words, the managers are efficient in their organization, if they have special skills such as the communicative ones; in line with this it is unavoidable to pay attention to acquiring, enhancing and applying the skills necessary for individual affairs, human relations and communication with others and the affairs related to organization, too.

Amraei et al. (2011) studied the relation between emotional intelligence and communication skillsof the librarians of Esfahan medical science university and concluded that the librarians' high emotional intelligence...
has led to proper relation with the clients. In fact, a librarian with potentials necessary for emotional intelligence he (she) works in a way that the clients would be more satisfied (Amraei, 2011).

Having examined the rate and way of applying communication skills by the libraries’ librarians of Esfahan governmental universities Karimi et al. (2012) concluded that the rate of applying the skills by the subjects of the study is not favorable and if it is ignored, people refer less to the libraries so it is recommended that the organizations who teach the librarians hold courses, seminars, etc. to teach the librarians the communication skills.

In their study Amini et al. (2012) assessed the effect of teaching communication skills on the nurses’ general health; their findings indicated that training communication skills has decreased 73 percent of depression, anxiety and disorders in social and human operations 75, 72, 72 and 34, respectively so training communication skills may have important effect on personnel’s general health by designing and executing educational sessions and training by experienced teachers and specialists.

**Communication Needs:**

Communication is a mutual operation whose aim is to achieve a goal (or goals) which is (are) useful for both parties. There are effective factors (Face to face, by telephone, correspondence, friendly or hardly) influence education and application of communication skills; the factors may be biologic (Physical, neural), social (Family, school, community, viewpoint and acquired beliefs) (Afshar, 2010).

Communication needs some time and feedback to be effective. People need some time to know each other and create a basis for their experiences and common meanings. A message needs opportunity enough to be understood; two types of feedbacks are necessary: 1 – Direct and immediate feedback from what the receptor has received from the message meaning. If someone does not understand a message or if it seems it is necessary to know some other things to understand the meaning of the message. If there is not such feedback, the message sender thinks the receiver has received and understood what the former had taken into consideration. 2 – The second feedback is when you behave in a way that the people who have relation with you exactly understand what you want and what is necessary. The communication system may be more than full or be empty; however, both of these states are not satisfactory. It is possible to prevent unsatisfactory, if we can distinguish what one requests for and what he (she) needs (Owns, 2009).

**Communication Management in Information Science and Science Knowledge:**

Some semantics is useful to understand communications. Semantics is to study the origin and effects of communication habits. If people find effects of their communication habits, they may control them. Surely information specialists are interested in management or not, they should know somehow semantics. The reference librarians always communicate with others and if they may not find this process, they may not hope in success or may not be successful as expected. Abraham Mezlo showed that having exchanged the data apparently neuter humans try to have the same communications; this includes verbal and nonverbal behaviour, too (Owns et al., 2009).

Considering libraries are flexible, most of the clients are unpredictable and have different demands so the work faces managerial challenges and these may lead to more failure and decrease satisfaction concerning the work execution. So if proper mechanisms are selected to communicate, professional life may be more useful (McHenry & Stewart, 1996). Libraries communication system and information centers analysis leads to availability to valuable information about libraries communication system; with such information libraries actual behaviours and operations are described and at the same time the libraries success or failure is predicted and they may think about some mechanisms to challenge the problems in communication system in future and become active not passive. If such information is collected, the library manager is able to predict what directions should be selected by the library in order to achieve its goals and find that there is no defined formula to improve organizational communication and communication skills (Karimi et al., 2012).

The users always complain much about lack of effective communication in many parts of the world. By virtue of the protests statistics half of the complaints are because of weak communication between the librarian and the client and in fat, they are because of misunderstanding between them (Karimi, 2012). Weak or ineffective communications or lack of communication may be the essential reason for dissatisfaction and often it is the case. Usually we forget that communications are a personal complicated behaviour (Influenced by all experiences of life) and at the same time, they are mutual process (In which the sender's responsibility is as much as the receiver's). Communication is successful when the receiver receives the meaning and feeling desired by the sender; so both of them should try to understand and confirm the message and meaning. If additional time pass to confirm the messages, the operation and communications are better and library budget and time are economized more in long-term; in fact, the complexity of this process which seems simple is because the communication includes three elements:

1 – Verbal communication including verbal and written such as electronic, etc. necessitating exercise in order to have a successful manager.
2. Listening and reading skills: Proficiency in these two skills is more difficult at work.
3. Nonverbal aspects of communication: The nonverbal aspects may change the meaning or concept of the message completely (Owens, 2009).

**Communication Skills:**

There are different definitions about human relations and skills; human skills include the ability to work with others, human skill, common effort and group work; human skills include the creation of an environment where people feel security so may say what they think easily (Henzerich & Harold, 1994). Communication skills are of the most essential skills of librarians and specialists in information science and science knowledge. They are as the intermediate between the users and searchers on one hand and on the other hand, the information sources and makers. Considering new technologies in field of written communication are possible for different groups with different interests by fax, email, panels, sites and weblogs (Mazumdar, 2007). Communication skills have been considered very important in order to achieve goals and be successful and they may satisfy the addressees; this subject has been reported in other researchers’ studies indicating communication skills may be a factor to achieve goals and being successful and people and organizations benefiting from it have been more successful.

Karimi et al., (2012) have reported that Artur and Rost have considered very important communication skills for people dealing with clients to meet their needs. Service organizations who always tries to meet more clients’ needs consider communication skills very important and teach them continuously the communication skills; when the employees have such skills they are more satisfied with their work and work more effectively (Karimi et al., 2012). Communication skills have direct and indirect benefits: the direct ones include: free from stress due to dealing and pleasure due to success and self-estimation due to others’ admiration and the indirect ones include: more prestige for librarianship, librarians and related organization, preventing antisocial behaviours and crimes, creating satisfaction among people and promoting community stability (Social capital) (Afshar, 2010).

**Dimensions of Communication Skills:**

Communication skills include three individual, group and organizational dimensions:

- **The manager should have following skills to improve his (her) operation:** time management, occupational progress management, stress management, self-assessment and own potentials increase, problems solution, creativity and undertaking in work and using computer in works.

- **Group dimension:** It includes the skills used by the manager in relation to others (Colleagues, subordinates and bosses) to do his (her) duties such as relation with subordinates, colleagues and bosses, directing employees by understanding their needs and creating proper motives, contradiction and difference management, creating space for group work and cooperation, assessing subordinates’ success or failure to make them liable, the way to consult with the subordinates to take decisions, transferring power and responsibility and distributing necessary sources between the subordinates to do their duties and keeping mutual cooperation system in organization.

- **Organizational dimension:** The manager should have such skills to direct the organization including comprehensive efficiency increase, creating appropriate space in the organization to make the employees work more effectively and with enthusiasm, directing change in the organization, programming through defining the goals, predicting, assessing and selecting proper choices to work, organization’s structural and operational analysis by understanding the effects of internal and external factors on the organization and directing different financial aspects of the organization (Torabi et al. 2009).

**Communication Skills of Librarians and Information Science Specialists and Science Knowledge:**

**Nonverbal Skills:**

People transfer some information nonverbally; specially our body language guides others to know our view and feeling. Often nonverbal messages are more important than words to transfer meanings (Dayani, 2006). Body language includes the way to sit, stand and walk and to use hands, appearance and clothes, hair and face appearance, etc. (Sharifi-Moghadam and Alijani, 1994).

**Verbal Skills:**

Verbal skills are specially important in interviews (Dayani, 2006). As Karimi et al. stated (2012) Rost has considered verbal communication as an important device to prevent stress and attain peace and it is evident that communication skills may be important factors for people’s and organizations’ success (Karimi et al., 2012); some of such skills are as follows: reminding to avoid recognition before proper time, reflecting feelings verbally, narrating or repeating the content, encouraging, good conclusion at the end of negotiations, offers and viewpoints and open questions (Generish & Generish, 1994).

In continuation we analyze the communication techniques of the specialists and science knowledge and any other related fields. Such skills and techniques application are surely effective in services:
Techniques: 1—Personal contacts techniques: they include nonverbal (Body language) communication and nonverbal communication.

Following notes should be taken into consideration regarding nonverbal communication to satisfy the users:

When we are sure the client is coming towards us we should look at him (her) and show we pay attention to him (her); contact by eyes, face condition, appearance, clothes (Colour and style), cleanliness, tidy table and counter and total library and yard.

Following points should be taken into consideration in field of verbal communication to have an effective communication between the librarian and the client:

We should focus only on the client (Talking with another one or by telephone or chewing gum are forbidden); we should show our attention and understanding by look and face moves; we should not speak with prejudice; when we answer a question we should look at his (her) face. We should answer exactly the question and inform him (her) even if it lasts a long time. We should listen to the people who perhaps have verbal or listening disorders or have different dialects. We should state our understanding to check with the addressee if we have understand well what he (she) has said. We may have more information by asking more and speak brief and to the point. We should not use second person singular pronoun and verb and we should not hurry at the end of the dialogue and thank him(her) finally with smile and peacefully and write down the points.

2—Techniques of telephonic contact: Alibrary has many telephonic contacts daily and the librarians and information specialists should observe some points in this regard; please pick up the receiver after 2 – 4 rings, tell, ” Have a nice day’, "Here is …. Library", and introduce yourself and tell, "What can I do for you?” and answer and thank someone who has called and then put down the receiver. Also please pay attention to the tone of your voice; have a gentle voice with enthusiasm (Not monotone and feeble) and speak distinctly; check if the addressee has understood what you say completely; otherwise, explain more. If someone calls and requests to talk with Mr. X but he is not available, do not say, ‘Call later’; it had better you say, ‘May I have your message for him?’ and if he(she) accepts, take his message and transfer it as soon as possible; and if you cannot find him, inform the requester (It would be cheaper).

Techniques to control difficult conditions: Sometimes the different clients' needs are not met in libraries or other information centers and these difficult conditions are as follows: the clients complain and become angry so the librarians and science knowledge specialists should use special communication skills to deal such problems.

Complaint: Sometimes such complaints are taken into consideration because it shows what is important for people. If the problem is solved, the communication is enhanced and satisfaction increases and it shows what should be corrected in the library. The studies indicate only five percent of people complain and the 95 percent forget their unsatisfactory.

Hereby some of the communication skills to be taken into consideration to deal with the complaints are as

Follows:

Do not show prejudice in favour of anything. Do not consider any complaint inopportune before examining it. Do not resort to implausible excuse; do not put the responsibility on anyone; donot blame anyone; what is important is to deal with the complaint and solve it; listen carefully to have a clear understanding about the problem; show by your speech and moves that you understand what he (she) says; thank him (her) because he (she) has complained; if you conclude that he (she) is right, excuse him(her) and if you conclude that he (she) is not right, reexamine his(her) complaint and explain for him(her) what is his(her) mistake; take into consideration the problem as yours and do your best to solve it (So it is cheaper). If you cannot solve the problem, refer to your boss or guide the client to him(her).

Anger: The cases of anger are as follows: Usually due to dealing with complaint improperly. A little error in dealing with complaint leads to great loss. Someone who is angry is approximately without contact with others and hears less and his(her) eyes becomes sensible to any move; if he(she) is maltreated, he(she) loses his(her) temper and control and a catastrophe is possible.

Communication skills to be observed during anger: some things that you should do in front of the angry person and some things that you should not do them:

What you should do:

Do not be with arms crossed over your chest
Do not point with finger to him (her).
Do not bend above him (her) in a threatening way.
Do not approach him (her) too much.
Do not turn your face.
Do not threat him (her).
Do not get away rapidly.
Do not touch him (her) when he (she) is too angry.
Do not do such things when someone is Angry:

Stand calmly with open guard.
Put your hands relax and the palms towards out.
Contact by eyes repeatedly to show that you are listening to him (her).
Nod to show that you understand what he (she) says.
Show with self-confidence that you may solve the problem.
Show sympathy by what you say.

Organizational Obstacles Against Communication:

Library organizational structure may influence the librarians' concept from the messages. Library includes overlapped and interrelated units; each one has short and long term goals; each unit finds the messages in line with its goals and then it may understand them vaster. Work relations, power structure and personal position influence the communication process; these three expectations form who should relate with whom in which way about what. Different comments concerning internal relations in the organization lead to many failures in communication; such inabilities grow due to continuous fluctuations of personal and professional relations in the library; even it is not possible to account on misunderstanding. Holding regularsessions with presence of all personnel may decrease some of these obstacles; so the goals and activities of the library and each department are discussed and examined. Such contacts may solve rapidly the differences (Owns et al., 2009).

Conclusion:

One of the traumatic factors in the organizations is lack of essential and necessary communication skills to encounter with daily problems. Many people has not essential communication skills to face the life problems so they become vulnerable when encountered with problems such as: depression, anxiety, solitude, becoming rejected, shyness, anger and contradiction in interpersonal relations; these are some the problems which are the origin of many social disorders (Spencer, 2006).

Although communication skills are of the most important issues in information science and science knowledge to considered specially the researchers have studied little in this regard so considering the importance of communication skills for librarians and information specialists in filed information science and science knowledge we please related researcher to study in field of communication skills in different views to help the major approach the goals namely services with less costs in less time. Also it is recommended that to hold classes, educational workshops, conferences and seminars yearly in field of communication skills so the specialists of information science and science knowledge promote the types of their communication skills.

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