

## Library Management and Human Development in John Harris Library, University Of Benin

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### Abstract

*The study investigated library management and human resource development in John Harris Library, University of Benin, Benin City. The study adopted a correlational research survey design. The population of the study was 63 comprising the entire library staff of John Harris Library. The total enumeration technique was adopted to cover all sixty three (63) library staff in John Harris Library. The instrument used was questionnaire titled "Library management and Human Resource Development Questionnaire in John Harris University library (LMHRDQJHUL)". Out of 63 copies of the questionnaire distributed, 55 were found valid for analysis. Mean score and standard deviation was used to answer the research questions. The result shows that there is a significant relationship between staff appraisal and human resource development (correlation coefficient of  $r=811$ ), training and human resource development (correlation coefficient of  $r=722$ ) and innovative culture and human resource development (correlation coefficient of  $r=545$ ), in John Harris library, University of Benin. The study recommended among other things that library staff appraisal should be strengthened, training should be organized and innovative culture should be strengthened to enhance staff development.*

**Keywords:** Human resources, human resource development packages, John Harris library university of Benin

### INTRODUCTION

University library management could be regarded as the personnel behind the administration and the coordination of the university library. Human as a resource is a major component of the university library of which the success of the university library depends on. Therefore it is very much essential to ensure that the dynamism, effectiveness, competency and motivation of its employees always remain at a zenith level (Padmanabhan & Nityanandam, 2011, as cited in Deepa, 2017). This is done by embarking on human resource development which is a critical factor in the success of any establishment, organization, agency and institution like the university library. There are the development trainings or skills provided for staff of an organization geared towards improving services delivery. It could be through conferences,

workshops, seminars, on the job training, online courses, further studies and part-time courses. Uchendu (2014) believed that it helps the new staff to get integrated into the library as quickly as possible, enables them to understand the library's objectives, the rules and regulations and get adequate background information, knowledge and skills necessary for their jobs. Participatory management for example which is part of human resources development is a strategy of using participatory management style in the library to involve staff in decision making. This helps them to learn more and acquire skills through delegation of duties and responsibilities. This leads to increased productivity and efficiency of staff. Human resources development in the library is usually the responsibility of the library management

Library management according to Harold (2015, as cited in Okwu & Tom-George, 2021) is the systematic procedure of getting sorted out needs, inspiring staff, preserving resources, and assessing performance to get ideal productivity and advantage from library services. In this study however, Library management is application of initiatives to enhance productivity and performance of service delivery by empowering staff to acquire, process and disseminate information resource. It is the coordination of library activities and routine which involves management principles such as planning, organizing, staffing, directing, controlling and communication. Library management employ these strategies to effectively manage human resources for efficient and effective service delivery including sponsorship to conferences, workshops and seminars, in service training, participatory management, staff orientation and staff motivation such as staff appraisal, enumeration and reward system. These are management strategies that are being leveraged in the management of university library.

University library management is a type of academic library management that control and perform activities that is geared towards ensuring that the library carryout it main objective of providing information resources and services to users. The university library management is established to provide a skillful and result oriented services and the coordination of the library activities is usually rested upon the shoulders of the university librarian. However, in managing a university library, heads of units or sections are key personnel in the management of the university library

The effectiveness of the university library management ensure that the university library represent the life wire and nerve centre of the institution. This means that all the academic activities of the university revolve around the library as the center of information and research (Abu et al, 2017). The university library is seen as a reservoir of knowledge where information resources are kept in diverse forms like books, shapes, it brings the user in contact with the world in fulfillment of its function. (Agbo & institutional mandates and status, it is believed to be the back bone of any university. The strength of the information resource and services of the library determines the quality of manpower produced by the university. Therefore, the university management is expected to provide human resources development package that will enhance staff efficiency.

Human resources development is the responsibility of library management. It encourages and enables staff to perform effectively. Important aspects of human resources development are; annual appraisal of the existing staff and staff development programmes. These are instrumental to human resources development. The university library management is therefore, expected to provide the needed training to develop the staff for effective provision of library services. Despite this, it seems human resources are not adequately developed thus poorly performing their services.

This could be attributed to the methods adopted by the library management for developing human resources in the library. Therefore the need to survey library management and human resources development or methods in university libraries in Nigeria becomes imperative. Although studies have been conducted on library management as it relates to human resources development and staff performance, no study to the researcher's best of knowledge has been done on Library Management and Human Resources Development in John Harris Library, University of Benin. This is a gap that the study sought to fill.

### **Objectives of the Study**

The main objective of this study is to determine library management and human resource development in Delta State University Library. The specific objective are to:

1. Ascertain the relationship between staff appraisal and human resources development in John Harris Library, University of Benin.
2. Determine the relationship between training and human resources development in John Harris Library, University of Benin.
3. Investigate the relationship between innovation culture and human resources development in John Harris Library, University of Benin.

### **Research Questions**

The following research questions are posed to guide this study:

1. What is the relationship between staff appraisal and human resources development in John Harris Library, University of Benin?
2. What is the relationship between training and human resources development in John Harris Library, University of Benin?
3. What is the relationship between innovative culture and human resources development in John Harris Library, University of Benin?

### **Hypotheses**

Ho<sub>1</sub> there is no significant relationship between staff appraisal and human resources development in John Harris Library, University of Benin.

Ho<sub>2</sub> there is no significant relationship between training and human resource development in John Harris Library, University of Benin.

Ho<sub>3</sub> there is no significant relationship between innovative culture and human resource development in John Harris Library, University of Benin.

### **LITERATURE REVIEW**

Humans as resource are important and vital component for organizations to achieve her objectives. The success of the organizations is solely dependent on the human resources especially when they are service oriented and deals with other human beings as their client because it is the people who are dynamic can only build a progressive and growth-oriented organization. Therefore it is very much essential to ensure that the dynamism, effectiveness, competency and motivation of its employees always remain at a high level (Padmanabhan & Nityananadam, 2011, as cited in Deepa, 2017).

On the other hand, Human resource development is nothing but a process of helping people to acquire skill, knowledge and competencies through a process of planning performance, feedback, training, periodic review of performance, assessment of the development needs and creation of development opportunities through training, job rotation, responsibility definition and such other mechanisms. Thus, National Library of Australia (2013) described library management as the issue that involves managing a library such as planning the development of materials, classification of the materials, security of the materials, borrowing materials and developing and administration of library computer systems. Library management according to Okwu and Tom-George (2021) involves defining the objectives, developing strategies, determining the staffing and library services, laying down policies and procedures for attaining the objective and preparing budgets. It involves all the activities or processing taken to coordinate the activities of the library including adopting and training staff on innovative practices. Uchendu (2014) listed some ways of developing the staff of the library such as; on-the- job training, induction or orientation, organized visits, participatory management, lectures, counting education and seminars. Ifidon and Ifidon (2007) added development programmes like simple orientation, internal training programmes, formal professional education and short courses. In this study staff appraisal, training an innovative culture are investigated and discussed.

Agwu (2013) implied that the appraisal of staff on innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability could help develop staff for job performance and its part of organizational culture. Anele (2012) investigated staff appraisal as correlates for promotion in federal university libraries in South-South geo political zones in Nigeria and found that there is a significant relationship between ranking methods, rating scale, checklist method staff for promotion in federal university libraries in South-South Nigeria. Eze (2009) assessed staff development programmes in college and polytechnic libraries in Anambra and Enugu State and discovered that performance appraisal is the most popular training and development opportunities available in all the libraries under study

Anyaeibu and Wali (2021) investigated the influence of staff training and development on librarians' job performance in federal university libraries in South-South Nigeria and found that staff training programmes that existed in the university libraries studied included orientation, computer literacy simulation exercise, in-service workshop among others. Whereas the staff development programmes that exist in these libraries were job rotation, seminar, consultancy publication and research, institutional education, study leave, mentorship/coaching and professional association. The result of the analysis showed that training and development programmes have a positive influence on librarian's job performance. Based on the findings, the study recommended among others that university libraries in South-South Nigeria should make training and development of their librarians a regular exercise. This will foster professional development and better services in these libraries.

On Innovative Culture, Inanlou (2017) reported that researchers have suggested that innovation influence the way individuals consciously think create decisions and how they perceive their environment and react to it. In an investigative study carried out by Inanlou (2017) on the effect of organizational culture on employee commitment: a mediating role of human resource development in Korean firms, it was discovered that innovation is related to development in an organization. Barua and Barman (2015) investigated the prospect of human resource development

in the libraries of higher education institutions in North East India and discovered that there was lack of innovative practices such as adoption of different aspects of automation like basic computer operation, maintenance, design websites, searching OPAC which however was attributed to lack of training. Thus the paper recommended the need to develop proper training programs to keep the library manpower abreast of latest technologies.

## Research methods

The study adopted a correlational research survey design. The population of the study is 63 comprising library staff of John Harris Library, University of Benin. The total enumeration technique was adopted to cover all sixty three (63) library staff in John Harris Library, University of Benin. The instrument used was questionnaire titled “Library Management and Human Resource Development Questionnaire in John Harris University Library (LMHRDQJHUL)”. It was a 4-point scale of: Strongly Agree (SA) 4 Points, Agree (A) 3 Points, Disagree (D) 2 Points, and strongly Disagree (SD) 1Point. Out of 63 copies of the questionnaire distributed only 55 were found valid for analysis. Mean score and standard deviation was used to analyse the data. The criterion mean is 2.5 that is to say that items with mean scores of 2.5 and above are seen as positives while those items with mean scores below 2.5 are taken to be negative.

**Table 1: Summary of Mean Scores and Standard Deviation of Staff Appraisal and Human Resource Development in Delta State University Library**

S/N	ITEM	Mean	SD	Decision
1	Rating scale	2.7	2.5	Agree
2	Promotion	3.2	3.2	Agree
3	Setting of performance targets	2.8	3.1	Agree
4	Establishment of evaluative check points	2.6	2.5	Agree
5	Appraisal of result at the end of the time period	2.9	3.1	Agree
	<b>Weighted Mean</b>	<b>2.8&gt;2.5</b>	<b>3.1</b>	<b>Agree</b>

Result from table 1 shows the Summary of Mean Scores and Standard Deviation of Staff Appraisal and Human Resource Development in **John Harris Library, University of Benin**. It shows that all the items 2,5,3,1 and 4 have mean scores 2,1,2,9, 2.8, 2.7 and 2.6 with standard deviation 3,2,3.1, 3.1, 2.5 and 2.5 respectively. This shows that since the mean scores are above the criterion mean of 2.5 the respondents agreed that promotion, appraisal of results at the end of the time period, setting performance targets, rating scales and establishment of evaluative checkpoint were part of library management approaches in human resources development. The weighted mean of 2.8 indicates a working appraisal system as part of human resources development in **John Harris Library, University of Benin**. This could be due to library policy which ensures that staff are appraised.

**Table 2: Summary of Mean Scores and Standard Deviation of Staff Training and Human Resource Development in Delta State University Library**

S/N	ITEM	Mean	SD	Decision
1	Sponsorship to Conference	2.8	2.8	Agree
2	Organising, Workshop/Seminars	2.6	2.7	Agree
3	Staff orientation	2.6	2.7	Agree
4	Sponsoring on short courses	2.7	2.8	Agree
5	In service training	3.0	3.2	Agree
	<b>Weighted Mean</b>	2.7>2.5	3.8	Agree

Result from table 2 shows the summary of mean scores and standard deviation of staff training and human resource development in John Harris Library, University of Benin revealed all the items have mean scores above the criterion mean. Presenting it in order of magnitude items 5, 1, 4, 2 and 3 have mean scores 3.0, 2.8, 2.7, 2.6 and 2.6 with standard deviation 3.2, 2.8, 2.8, 2.7 and 2.7 respectively. This indicates that in service training, sponsorship to conferences, sponsorship on short courses, organizing workshops/seminar and staff training were provided at John Harris Library, University of Benin. The weighted mean of 2.7>2.5 indicates that library management had interest in development human resources through training.

**Table 3: Summary of Mean Scores and Standard Deviation of Innovative Culture and Human Resource Development in John Harris Library, University of Benin**

S/N	ITEM	Mean	SD	Decision
1	Create opportunity for innovation	2.6	2.7	Agree
2	Adopt innovative ideas from staff	2.7	2.7	Agree
3	Deploy technological innovations like automation, computers, etc	2.7	2.8	Agree
4	Rewards innovation from staff	2.8	3.0	Agree
5	Task staff for creative thinking	2.6	2.6	Agree
	<b>Weighted Mean</b>	2.7>2.5	3.8	Agree

The result from table 3 shows the summary of mean scores and standard deviation of innovative culture and human resources development in John Harris Library, University of Benin and revealed that items 4, 2, 3, 1 and 5 have mean score of 2.8, 2.7, 2.7, 2.6 and 2.6 with standard deviation 3.0, 2.7, 2.8, 2.7 and 2.6 respectively. This indicates that the library management rewards innovation from staff, adopt innovative ideas from staff, deploy technological innovations like automation, computers, Create opportunity for innovation and task staff for creative thinking. The weighted mean of 2.7 indicates that library management adopts innovative culture as part of human resource development. This could be due to the importance of innovation in the contemporary society.



Hypothesis One: there is no significant relationship between staff appraisal and human resource development in **John Harris Library, University of Benin**

**Table 4: Summary of Pearson product Moment Correlation on the relationship between staff appraisal and human resources development in John Harris Library, University of Benin**

S/N	Variable		Staff Appraisal	Human Resources Development
1	Staff Appraisal	Pearson	1	.811
		Correlation		
		Sig. (2-tailed)		.000
		N	55	55
2	Human Resources Development	Pearson	.811	1
		Correlation		
		Sig. (2-tailed)	.000	
		N		55

The result from table 4 shows the summary of Pearson product Moment Correlation on the relationship between staff appraisal and human resources development in John Harris Library, University of Benin. It shows the correlation coefficient of  $r=.811$  which indicates strong and positive relationship. The significant value  $\text{sig.}=.000 < 0.05$  indicates that the hypothesis which stated that there is no significant relationship between staff appraisal and human resources development in John Harris Library, University of Benin is rejected thus, there is a significant relationship between staff appraisal and human resources development in John Harris Library, University of Benin.

**Hypothesis two:** There is no significant relationship between training and human resources development in John Harris Library, University of Benin

**Table 5: Summary of Pearson Product Moment Correlation on the relationship between training and human resources development in John Harris Library, University of Benin**

S/N	Variable		Staff Appraisal	Human Resources Development
1	Training	Pearson		
		Correlation	1	.722
		Sig. (2-tailed)		.02
		N	55	55
2	Human Resources Development	Pearson	.722	1
		Correlation		
		Sig. (2-tailed)	.02	
		N	55	55

The result from table 5 shows the summary of Pearson product Moment Correlation on the relationship between training and human resources development in Delta State University Library John Harris Library, University of Benin. It shows the correlation coefficient of  $r=.722$  which indicates strong and positive relationship. The significant value  $\text{sig.}=.02 < 0.05$  indicates that the hypothesis which stated that there is no significant relationship between training and human

resources development in John Harris Library, University of Benin is rejected thus, there is a significant relationship between staff training and human resources development in **John Harris Library, University of Benin**.

**Hypothesis three:** There is no significant relationship between innovative culture and human resources development in John Harris Library, University of Benin

**Table 6: Summary of Pearson Product Moment Correlation on the relationship between innovative culture and human resources development in John Harris Library, University of Benin**

S/N	Variable		Staff Appraisal	Human Resources Development
1	Training	Pearson		
		Correlation	1	.545
		Sig. (2-tailed)		.000
		N	55	55
2	Human Resources Development	Pearson		
		Correlation	.545	1
		Sig. (2-tailed)	.000	
		N	55	55

The result from table 6 shows the summary of Pearson Product Moment Correlation on the relationship between innovative culture and human resources development in **John Harris Library, University of Benin**. It shows the correlation coefficient of  $r=.545$  which indicates strong and positive relationship. The significant value  $\text{sig.}=.000 < 0.05$  indicates that the hypothesis which stated that there is no significant relationship between training and human resources development in John Harris Library, University of Benin is rejected thus, there is a significant relationship between innovative culture and human resources development in John Harris Library, University of Benin.

### **Summary of Findings**

The major findings of the study are as follow:

1. There is a significant relationship between staff appraisal and human resources development in John Harris Library, University of Benin.
2. There is a significant relationship between training and human resource development in John Harris Library, University of Benin.
3. There is a significant relationship between innovative culture and human resources development in John Harris Library, University of Benin.

## **DISCUSSION OF FINDINGS**

### **The relationship between staff appraisal and human resources development in John Harris Library, University of Benin**

This result shows that the mean scores are above the criterion mean of 2.5 which means that the respondents agreed that promotion, appraisal of results at the end of the time period, setting performance targets, rating scales and establishment of evaluative checkpoint were part of library management approaches in human resources development. The weighted mean of 2.8 indicates a



working appraisal system as part of human resources development in John Harris Library, University of Benin. This could be due to library policy which ensures that staff are appraised. Okwu and Tom-George (2021) agreed that Library management involves defining the objectives, developing strategies, determining the staffing and library services, laying down policies and procedures for attaining the objective and preparing budgets. It involves all the activities or processing taken to coordinate the activities of the library including adopting and training staff on innovative practices. This research is in line with Anele (2012) who investigated staff appraisal as correlates for promotion in federal university libraries in South-South geo political zones in Nigeria and found that there is a significant relationship between ranking methods, rating scale, checklist method staff for promotion in federal university libraries in South-South Nigeria. Eze (2009) assessed staff development programmes in college and polytechnic libraries in Anambra and Enugu State and discovered that performance appraisal is the most popular training and development opportunities available in all the libraries under study

### **The relationship between training and human resources development in John Harris Library, University of Benin**

The result indicates that in service training, sponsorship to conferences, sponsorship on short courses, organizing workshops/seminar and staff training were provided at John Harris Library, University of Benin. The weighted mean of 2.7>2.5 indicates that library management had interest in development human resources through training. This result collaborates with Anyaegbu and Wali (2021) investigation on the influence of staff training and development on librarians' job performance in federal university libraries in South-South Nigeria and found that training and development programmes have a positive influence on librarian's job performance. Staff training programmes that existed in the university libraries studied included orientation, computer literacy simulation exercise, in-service workshop among others. Whereas the staff development programmes that exist in these libraries were job rotation, seminar, consultancy publication and research, institutional education, study leaves mentorship/coaching and professional association. Uchendu (2014) listed some ways of developing the staff of the library such as; on-the- job training, induction or orientation, organized visits, participatory management, lectures, counting education and seminars. Ifidon and Ifidon (2007) added development programmes like simple orientation, internal training programmes, formal professional education and short courses.

### **The relationship between innovative culture and human resources development in John Harris Library, University of Benin**

This finding showed that the library management rewards innovation from staff, adopt innovative ideas from staff, deploy technological innovations like automation, computers, Create opportunity for innovation and task staff for creative thinking. The weighted mean of 2.7 indicates that library management adopts innovative culture as part of human resource development. This could be due to the importance of innovation in the contemporary library society. In a related investigative study carried out by Inanlou (2017) on the effect of organizational culture on employee commitment: a mediating role of human resource development in Korean firms, it was discovered that innovation is related to development in an organization. Agwu (2013) implied that the appraisal of staff on innovation and risk taking, attention to detail, outcome orientation, people

orientation, team orientation, aggressiveness and stability could help develop staff for job performance and its part of organizational culture and human resource development.

## **Conclusion**

Undeniably, human resources are integral part that library need to develop and operate effectively. No library can function effectively without competent and experienced workforce that will work as a system in rendering service. They are the interface between the users and the library and the medium through which libraries render both housekeeping activities and service beyond for four walls of the library. Their expertise and experiences are vital to the image of the library and the services it renders. Therefore, library management as a body that oversees the affairs of the library including the welfare of the staff should provide human resource development that will motivate and bring out staff expertise for enhanced services delivery. The study found that there is a significant relationship between staff appraisal, training and innovative culture and human resources development in John Harris Library, University of Benin. Thus, if the library management adopts these management strategies it will enhance staff development which will in turn help them to perform effectively.

## **Recommendations**

Based on the findings of the study the following recommendations are made:

1. University library management in John Harris Library, University of Benin should keep strengthened their appraisal system to further enhance staff development.
2. University library management in John Harris Library, University of Benin should organize training for staff to help them function effectively in this information age
3. Innovative culture should be strengthened to encourage more innovative practices which will help staff to keep tag of current trends in the professions

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