31-Huse, Ladar, and Bowditch,James .Behavior in organization. Addison-Wesely,1973.

32-Silverman , David. The Theory of organization. Heinman,1972.

33-Blake ,R. and Mounton, J. Building A dynamic organization development. Addison-Wesely ,1969.

34-Ibid.

16-Pugh. D. (ed.) Organizational theory. Penguin,1971.

17-Herberg, F.and Others. The Motivation to work,Wiley,1959.

18-Schein, E. Organizational psychology, Prentice-Hall,1980.

19-Brown, Wilfred. Exploration in management Heineman,1960.

20-Glen, Fredrick. The Social psychology of organizations. Methuen and co.,1976.

21-Weissenberg, Peter. Introduction to organizational behavior. I.T.C.,1971.

22-Mayo, E. The Human side problems of industrial civilization . Macmillan, 1937.

23-Glen, Ferderick. The social psychology of organizations. Methuen and Co.1976.

24-Olmstead ,M.S. The Small group. Random House,1978.

25-Margerison Charles. Managing effective work groups. McGraw-Hill, 1973.

26-Kathleen, Stebbins. Personnel administration in libraries. The Scarecrow press Inc,1980.

27-Lunch, B. Participative management to library effectiveness, in " College & Research Libraries" Vol.33, Sept.1972.

28-Kaptan R. The Interature of participation in College & Research libraries "Vol.36 Nov.1975.

29-Stagner, W. Organizational behavior in libraries .Prentice-Hall, 1980.

30-Wan, Petre. Psychology at work . Pengun,1971.

REFRENCES

1-Bass, B. Organizational psychology. Allyn and Bacon Inc.1965.

2-Weissenberg, Peter. Introduction to Organizational Behavior . International Textbook Co.1971.

3-Schein, Edgar Organizational Psychology . Prentice-Hall,1980.

4-Plate, Kenneth. Managing personnel in libraries. A.F.P.1970.

5-Lowell, Mildred. Management of libraries and information centers . The Scarecrow Press ,Inc.1968.

6-Taylor, Fredrick, W. Scientific management. Harper and Row,1980.

7-Fayol, H. General and industrial management. Pitman,1949.

8-Maslow, Abraham H. Motivation and personality. Harper and Row, 2nd. Ed.1970.

9-McGregor, D. The Human side of enterprose. McGraw-Hill, 1960.

10-Schein , E. Organizational psychology. Prentice-Hall,1980.

11-Kossen, Stan. Human side of organization . Harper and Row,1980.

12-Taylor, F. Scientific management . Harper and Row, 1947.

13-Maslow, A.H. Motivation and personality , Harper and Row 2nd. ed.1970.

14-Maslow, A.H. Theory of human motivation, In "Psychological Review" Vol.50,1943.

15-McGregor, D. The Human side of interprise. McGraw –Hill,1960.

release their creativity and let them contribute towards the achievements of the goals of the library. Integrating and using his inter-personal skills to reduce conflict and alter it into coordination. Resolving conflict before it reaches the emotional stage has important management implications, Black and Monton (1969)(33). To insure flexibility in his staff to meet the coming in change the future and help employees to develop dedication and commitment.

Why to (5,5) not to (9,9) " The single most significant premise on which Grid Organization Development rests is that the 9,9 way of doing business is acknowledged universally by managers as the soundest way to manager to achieve excellence ." This conclusion has been verified through empirical studies " Blake and Monton (1969)(34).

CONCLUSION

We have seen that libraries are growing into complex organizations and facing psychological problems and challenge for change, changing concepts in library services, automation increasing role and demanding environment. The y have people who can think and change their attitudes and must be motivated . Modern organizational psychology supplies the library manager with different assumptions about man, different managerial strategies and theories to help him diagnose and deal with the psychological problems to met the needs and goals of his employees and attain the goals of his organization. So our hypothesis is not correct . The library manger should adopt modern theories of psychology and bear in mind individual motivation the group dynamics and flexibility to change.

Some ranges of the human needs given by Maslow have outcomes which are not under the managerial control. Man can think moves up and the hierarchy quit frequently . Due to the early criticisms of Herzberg study " was that since only engineers and accountants were interviewed , the results may not be applicable to other occupational groups, Huse (1973) (31) and McGregor " Has pointed out that high morale is not always associated with high productivity . This leads to a criticism of the human relations for looking for easy answers in the form of techniques instead of questioning an organizational structure which may at the rost of the problems, Silverman (1971)(32).

To understand the man and the approaches to motivate him, the dynamic of groups, to improve communication and better supervision to creat healthy psychological climate were no sever conflict or extreme tension exist. But it is a mistake to think that any one of these alone would give effectiveness .

The library manager concerns himself with the compromise of the needs and goals of his employees and the goals of his organization.

Organizational psychology provides the manager with assumptions about man and theories of motivations . It diagnises and help the manger diagnose the psychological problem while are reflected in low productivity turnover, conflict and discontent.

It we use the Managerial Grid to show how the library manger of library X which is now in the (9,1) and to move to (5,5) he has to benefit from all the guidance of organizational psychology and make his library into an organization where motivation can work , by creating the healthy psychological climate and allow the employees to

about decades before the new theories will be satisfactorily applies at worker level.

In libraries we still see mechanism, authoritarian aspects and passive attitudes to change on the side of senior management.

DISCUSSION

If we go back to our hypothesis for the library manger of library X he must take some points in his consideration:

A-His library is a part of larger system and he must know to what extent he can cut himself free from the parent organization system.

B-In applying the theories one must be careful about the fact that they have been drawn from experiments done in western, developed, highly industrialized society, in spite of the fact that we all feel sad when we are reprimended and feel happy when we are praised .

C-The fact some practices (the term work e,g.) are rather new to an oriental society where individuality prevails.

The theories of Maslow, McGregor and Herzberg might be useful to the library manager. The needs hierarchy gives him a guide to the individual needs and desires, and by identifying his t needs he can motivate him.

It is difficult to generalize about man and all the theories have been criticized, but Maslow and Herzberg still find acceptance by psychologists and mangers.

For the theory of Taylor Stager (1980) (29) reports a study of 7000 employees in one organization, only 7 per cent stated that their rate of pay was the most important thing to them in their job. War (1971) (30).

the fact that we can still see now organizations adopting the style. The library manager has to seek ways to reduce mechanistic aspects of this leadership.

Yet the library manager should prepare himself, his staff and the organization for "tomorrow". The library is facing a rapid change in technology and automation , changing concepts of services, social changes and ever increasing role , and to insure survived and growth and this depends on its ability to meet these changes and stay useful and tender services and this is another psychological problem that a library manager ensure flexibility in his staff to accept change and probable one of the approaches is better leadership and creating of healthy psychological climate, changing in behavior and refusal attitudes can be attained through change in role . For example, moving from information giving to advising to consulation... etc. Other attitudes stemming from the Human Relations Movement crept into management prior to World War Two . From these foundations have grown the modern techniques and theories of behavioral school of management . Participation in management, communication Theory, Management by Objectives, T-groups, The Managerial grid, and Matrix Management. Some of these were experimented with libraries , but there is a suspicion about their validity in libraries Lynch(1972) (27) is doubtful about the validity of existing research into the value of participation in decision-making and as a means increase library effeciveness , while Kaplan (1975) (28) sees participation as a possible source of tension for "those unable to accept the new idea".

The Human Relations approach is not accepted easily by administrators as well as by workers McGregor talks

groupings ."Studies at the university of Michigan , Institution for Social Researches, showed that close supervision seems to result in low productivity " Kahlwwn (1980) (26) ,and Likert shows that mangers who are generally opposed to close supervisory behavior are likely to have more productive subordinates. So a library manager should be flexible too.

Motivation

Employees inside the organization need to be motivated . To motivate his employees a library manager should take rational assumption and he can use the Theories of Maslow and Herzberg as tools . The human motivation system is complex and a library manager should not be deceived by the appearance. The Theories can help him to diagnoze the individual needs to motivate him. To McGregor in "theory Y" The creation of conditions such that the members of the organization can achieve their own goals best by directing their efforts towards the success of the enterprise" so if the employee is passive, hostile and refuse to accept responsibility , it is the management to blame .

The hierarical sequence of needs in Maslow and hertzberg might have outcomes that are out of the control of the management, but they are useful as tools to determine the current need of the individual and motivate him.

To motivate employees requires the adoption of the proper managerial style. You cannot motivate in a vaccum. Under the absolute authority of Scientific Management, Man is motivated by economic incentives . But we find that an organization adopting this style gets conflict , counter-measures and passive attitudes inspite of

":Psychological Contract ". This psychological contract must be handled carefully by the manager and must always try to keep the compromise between his organization expectations and the employee's ones (21).

The Group:

People working in organization were considered as individuals, at first then the hawthorn studies revealed Mayo (1937) (22) the importance of the primary group psychology within the organization , Glen (1976) (23) says that a primary group is a small group in which all the members have frequent face- to face contact. An essential feature of a group is that its members have something in common and that they believe that what they have in common makes a difference . Olmsted (1978) (24). The group " polarizes" worker with similar interests and attitudes, and their grouping is called "informal dynamics". A team usually comes as unit performing similar task sequences. Sometimes the loyalty of the employee to the teams becomes so strong that in cases of conflict, he takes the team's side. But the primary group can be helpful in reducing conflict, friction and tension between team groups . Therefore, it is the task of the manager " To practice the skills of inter-personal relationship, so as to allow the group to express their views, yet enable them to find common ground upon which to act" Margerison (1973) (25) . He must know how to alter conflict into cooperation to serve the goals of the organization.

Supervision

Libraries are characterized by small units, individualized and compromise both team and social

The other factors which he called Dissatisfier or Hygiene factors :
-Coy Policy and Administration
-Interpersonal relationship
-Technical supervision
-Pay
-Security
-Status

If motivating factors were absent in a job situation, the result is only indifference .If Hygiene factor were absent it is again indifference only To benefit from motivators indifference must be removed.

To define an organization and its functions, Schein (1980) (18) says "an organization is the rational coordination of the activities of a number of people for the achievement of some common explicit purpose or goal, through division of labor and function and through a hierarchy and responsibility .

The Individual (within the organization)

The goal and behavior of the individual could have effect on the goals of organization to great extent . The psychologists realized that people working inside the organization must be studied . The problem of man management begins as Wilfred Brown (19) pointed out " when the work available can not be done by skills and resources of an individual working by himself " The employee comes with " His own complex internal environment derived from genetic inheritance and the totality of his past experience " Glen (1976)(20). He comes with variety of expectations of the organization, and the organization at the same time has expectations from him and this is what Schein termed as

Maslow:

After the second world war, Maslow, the famous American psychologist wrote that a human being is motivated by various needs arranged as a five-level hierarchy.

1- Physical 2- safety 3- Social 4- Ego 5-Self-fulfillment.(13)

As one becomes satisfied, the next higher one begins to exercise a subconscious motivation.

If any lower need is unsatisfied, the higher ones can not be satisfied "Thus man is a perpetually wanting animal. "Maslow (1943)(14).

McGregor :

He built on Maslow and by using symbols X and Y , he assumed two contrasting theories . Under Theory X man has an inherit dislike for work, and because of this he coerced, controlled and directed to work . "He is by nature resistant to change " (15). In Theory Y he contrasted Theory X and assumed that man puts an effort in his work and this is as natural to him as play and rest . He takes responsibility and even seek it and it is to the management to help socially minded people to be more productive . "People are not by nature passive or resistant to organizational needs. They have become so as a result of experience in organizations. Pugh (1971)(16).

Herzberg

(1959)(17) He presumed two sets of factors called the first as satisfiers or motivators:

Achievements,Recognition,Work itself, Responsibility, advancement and Growth.

use his capacities. Man's needs develop in a hierarch and satisfied in a descending order "Even the lowest underlented man seeks self-actualization, a sense of meaning and accomplishment in his work, if his other needs are more or less fulfilled "Schein (1980)(10).

Decision Theory School

The school concentrated on the study of rational decisions, procedures and how managers reach decisions. In the 1950, 1960, and into 1970's contributions to management through the use of mathematical models, game theory, psychology, and sociology (Kassouf, 1980)(11) were made.

The schools with their assumptions about Man will help the manager, if he makes a rational assumption about Man,10 adopt a proper managerial strategy.

The Theories: (Motivation Psychological Theories)

It is helpful to review some theories for the thinkers in the field. After subscribing himself to a school, and making. A rational assumption about a man the appropriate theory will guide the manager in his endeavour to operate more easily and effectively.

Taylor:

In the early 1900's Taylor emphasized that a worker is motivated by economic incentives. If incentives and penalty are associated to work, they will motivate him greatly. Fount of wisdom at the top, specifying, controlling, inspecting, and punishing in rigid hierarchy. He is too stupid, there is too much mental strain, too much knack required of a shoveler for the pig-iron handler to take kindly to shoveling.(12).

groups they resist more effectively and can be motivated economically . But Faylo was more concerned with human relations than Taylor(7).

The human relations school:

During the 1930's the human relations school developed. Its main emphasis is on the individual and the informal groups in the formal organization, the basic human needs were the primary concern of the school.

Closely related to this school is the social system school ,which concentrated on employee's participation in management, democracy in the organization and social groups encouragement. Attention is given to individuals and group behavior in work situation within the organization and the behavior of organizations to external stimuli. Among the advocates of this school are Chris Argris, Peter Drucker Douglas Mc Gregor and Abraham Maslow (8).

This school's assumption about Man that man is not essentially Rationale-Economic, but is concerned with social satisfactions on the job. Social needs predomonate and economic needs were given an inferior position. Man works because he has social needs to be met. His membership in a group, the desire to feel that he is a part of the organization are important to him. The other assumption about Man that he is self actualizing given by Scein developed from a combination of the 'Human Relations School` and Structuralistic as discussed by Ftzionic, McGregor(9) in his discussion to "Theory Y" identifies the assumption underlying the self- actualizing man. The hierarchy of Maslow finally culminating in the self-actualizing need. According to this assumption, The nature of jobs in modern world do not allow the worker to

The library manger may benefit from the comparison points between the library and the industrial organizations and see if he can draw useful conclusions to help him in library management.

The library manager now has people who can think and change their attitude, who have needs to be met and goals to be attained . On the other hand he has his organizations goals to be achieved and situations involves many psychological problems.

The research will try to reveal to what extent a knowledge of organizational psychology help a library manager to operate more effectively and to show in particular that knowledge of organizational psychology can be helpful to a manager of a library.

Let us hypothesize that it is enough for the library manger to operate effectively to be intelligent , ambitious, dynamic and initiative armed with experience and there is no need for him to bother himself with all that "jungle " of organizational psychology.

Schools of Management Thought:

It is helpful to review the schools of management thought and some of the prominent theories to help us clarify the required essence to effectiveness.

Scientific School

Frederick Taylor can be considered the father of his School. Men : "Are naturally lazy and engage in systematic soldering " (6). Workers are motivated economically and if awards are related to work efforts they will give their best efforts . In France, Henri Fayol at the same time took the scientific approach and his school (Classical School) workers are naturally lazy. When in

no need for him to bother himself with all that "jungle " of

organizational psychology 54

Organizational Psychology and its Role in Library Management

*Saad A. Ismail

Introduction:

What is organizational psychology ?

It is the "study of interplay of men and organizations" replies Bass (1965)(1).Peter Wessenberg (1971)(2) delined it as (The study of human behavior organizations".

Organizational psychologists today concern themselves with series of questions that " deal not so much with the behavior of individuals as with the behavior of groups subsystems and even the total organization in response to internal and external stimuli" Seein(1980)(3).

In the field of library management and organizational behavior in libraries , we find little literature on that when compared to other fields. Most of the writings were descriptive without an analytical approach . Then several examples of what Kenneth Plate (1970)(4) called "applicative writing " appeared in some periodicals.

The expanding activities of libraries and information centers, and the advances in technology and the increasing role of libraries now make libraries into complex organizations.

A library manager is facing now all the psychological problems of organizations. All these " Make THE MORE EFFECTIVE management of libraries IMPERATIVE." Lowell (1968)(5).

*Assistanc professor /University of Mosul /College of Arts /Dep.of Librarianship and Information managemrnt.