OB/GYN faculty still prefer the convenience of the CD-ROM system.

As noted earlier, the retrieval from AGRICOLA does not represent a major portion of total articles retrieved or unique hits. Moreover, the AGRICOLA CD-ROM subscription rate constitutes approximately one third of annual subscription fees. Further detailed comparison of the databases may lead to cancellation of this subscription. As Halperin and Renfro stated, high-volume searchers must consider both online and CD-ROM alternatives to achieve their goals [8].

CONCLUSION

The expense of CD-ROM versions of EMBASE and MEDLINE appears to be justified by the daily need for extended access to the information databases. The frequency of use of each database is being manually monitored to substantiate this finding. However, the cost of AGRICOLA, coupled with the low retrieval on topics related to OB/GYN’s information needs, makes it doubtful that the department will continue to subscribe to it.

It should be noted that researchers waste a considerable amount of time reviewing duplicate citations across the databases. This study found an overlap rate of up to two thirds among the retrievals. Information management software programs, such as ProCite, Bibliolinks, and Reference Manager, allow users to eliminate duplicates. Dialog, a major online database vendor, offers the highly useful capability to identify and eliminate duplicate citations while searching several databases simultaneously. CD Plus’s PLUSNET system allows elimination of duplicates between MEDLINE and either CANCERLINE or HEALTHLINE. As more and more databases are produced on CD-ROM, the ability to eliminate duplicates across databases will be an essential feature attracting researchers to CD-ROM products.

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Received November 1992; accepted October 1993

Maslow's hierarchy and the sad case of the hospital librarian

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Hospital librarians have been a focus of concern in recent years because of hospital closings and downsizing and a general lack of support from hospital administrators [1].

Hospital librarians can and should look to the Medical Library Association and the National Library of Medicine for support in difficult times. However, every librarian must be prepared to act in ways that increase respect and support for both libraries and librarians. Libraries are too important for us to give up easily and be content to shrink in the shadows of organizational politics. We can adopt a lofty moral tone and refuse to "play the game," but that will not win support for libraries. Indeed, in the long run, it will destroy them.

Education for librarians rarely includes guidance on political maneuvering within an organization, and many librarians find that such behavior does not come naturally. We must educate ourselves in techniques for advancing the cause of libraries and librarians within our institutions. A helpful perspective on the problem is that of motivational psychology. Most motivational theory deals with motivating those who work under us. It is even more important to motivate our supervisors, who control our budgets, our space, and our spheres of influence. The relationship of motivational theory and good management is discussed at some length in The Operating Manager, by Richard Henderson and Waino Suojanen [2].

Abraham Maslow postulated a pyramid of needs, beginning with the most basic on the bottom and

reaching the more abstract at the top [3] (Figure 1). Biological needs, such as food, shelter, and sleep, are on the lowest level. Next are the security needs: protection against pain, punishment, and fear. An organized and predictable environment is a need on this level.

The higher needs are found on the next three levels. First come social needs—the needs to belong, to have friends, to communicate. Next up the pyramid is the need for esteem—both self-esteem and the esteem of others. Finally, there is the need for self-actualization: to become the best person we are capable of being.

Douglas McGregor, a famous behavioral scientist, based his leadership theories on Maslow's hierarchy [4]. He pointed out the weakness of motivation that applies only to the lower needs, arguing that motivation that allows people to satisfy higher needs is more effective.

Frederick Herzberg also divided possible motivators into what he called hygiene factors (pay, working conditions, etc.) and motivational factors, which include recognition, advancement, and increased responsibility [5]. Hygiene factors could cause dissatisfaction but could not create permanent satisfaction. (How long are employees delighted over good air-conditioning?) Motivational factors, on the other hand, keep people in their jobs, interested, and positive toward their employers.

These authors applied motivational theory mainly to workers, but it is equally applicable to managers (or, indeed, to any human being). Many traditional library tasks speak primarily to the second level of the pyramid. Good cataloging, proper shelving, and timely ordering of materials all help to maintain an organized and predictable environment. If this is too obviously lacking, supervisors will be unhappy. However, the fact that such an environment exists does not fill them with admiration.

Our appeals to the higher levels of the pyramid can motivate administrators to provide significant support. Even bosses have social needs. Librarians can befriend administrators by taking an interest in their work-related needs. It is vital to know what they do besides supervise us and to show them how the library can support their needs.

Librarians also can network on their own behalf and in support of their supervisors. The most important network for any hospital library is an active, involved library committee. In addition, no hospital administrator can succeed without support from the medical staff; their support for added library funds, space, and staff will be heard. Nurses, scientists, and allied health workers also are important to the hospital. Their active involvement in library planning and marketing can mean the difference between poverty and success. And when the administration supports library projects, it is important that the hospital staff be made aware of that.

The library also contributes to social needs by becoming part of the corporate culture of the hospital. Many librarians have done this through clever uses of National Library Week, brown bag lunches featuring book reviews or travelogs, or open houses on some significant day. Most hospitals sponsor in-house seminars; expert speakers on the provision of medical information help the staff and administrators see librarians in a new light.

We also can act on the next level of the pyramid, the need for esteem. Administrators gain esteem from supervising people who are perceived as powerful and influential. Anything that builds the librarian's status will have a positive effect on the supervisor. Offering seminars on information technology, putting out a professional-looking newsletter, and providing attractive library brochures all boost a library's good image. Writing for publication, doing research, presenting papers, and holding office in professional organizations may seem indirectly related to managing the hospital library, but they also have a great deal to do with building the librarian's image.

Appropriate assertiveness helps both librarian and supervisor in the area of building esteem. Janette Caputo states, "Research on the formation and maintenance of occupational stereotypes has shown that the traits of assertiveness, intelligence, and responsibility are highly related to the prestige dimension of the occupation" [6]. There is no reason why libraries always should be called upon to sacrifice mon-

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Figure 1
Maslow's hierarchy

- Self-Actualization
- Esteem
- Social
- Security
- Biological
Managers high versus supervisors aging while neglecting allow us to remain able ests librarians could an understanding of the community. In involved.

It is extremely tempting to devote time and effort to activities that can serve as motivational factors for administrators. Holland, Black, and Miner, writing in Health Care Management Review, point out that a manager's own motivations influence his or her degree of success [7]:

- "Managers are expected to deal effectively with their superiors and to obtain support . . . . Thus managers should have positive feelings toward those holding positions of authority."

- "Those who prefer passivity or dislike assertiveness probably lack the motivation to perform some of the roles of a manager."

- "Managers are expected to assume a position of high visibility . . . to be willing to behave in a manner that may invite attention, discussion, and criticism . . . ."

- "Managers [at an oil company] who focused on scientific and professional pursuits were less effective than those with broader organizational interests."

As librarians, let us be sure we are motivated to take the risks necessary to motivate our supervisors to succeed. This is the surest way to achieve success for our libraries.

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Received August 1993; accepted October 1993