The influence of organizational, structural and managerial features on librarians'
empowerment: libraries network in Modi'in-Maccabbim-Reut: a case study /
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Abstract:

This study is designed to examine organizational, structural and managerial features
that constitute a libraries network and analyze their contribution to the librarians'
empowerment. The Modiin-Maccabim-Reut libraries network was examined as a case
study.

For many years librarians have not always won the esteem they deserve. Despite their
high education and extensive knowledge they have often been disregarded by the
public and have consequently developed a low self esteem. As a advanced education
level, technological changes that enable direct accessibility to information, and a
decreasing level in reading, the librarianship profession has undergone various
changes. Librarians are now being asked to take part in advertising, marketing
activities, to develop service skill and initiative skill development in various fields.
These changes increase feelings of frustration and helplessness among them.

Library managers and leaders of organizations, who are aware of the importance of
the profession, frequently ask themselves how can the librarians' image and sense of
frustration be altered? What means should be utilized to empower them both
individually and as a professional group?

Many researchers, examined in this study, come to the conclusion that executives and
heads of organizations should be oriented toward empowering their employees, in
order to empower an organization a profession. I accept that view and I base my study
on the assumption that, organizational and managerial features have a central role in
empowering those engaged in librarianship.

Being involved in librarianship for many years and being aware of the complexity and
versatility embodied in it today, I share the librarians' needs for reformation.

Having been given the privilege to establish, sustain and conduct a libraries network in a newly built city in Israel, I have closely observed the librarians in Modiin-Maccabim-Reut at work, studies their feelings, examined their sense of public image and their self image. I have made it my goal to examine every possible way to empower both the librarians and the profession.

This study had been conducted as a case study. Its findings have been attained through personal interviews with librarians belonging with the staff, and in accordance with model sample. My observational findings and the knowledge gained through out the years of personal experience have been integrated with the findings attained in the interviews.

The findings show the organizational, structural and managerial features of the Modiin-Maccabim-Reut libraries networks contribute to the individual, social and professional empowerment of the librarians. These features include: various kinds of libraries operating under a comprehensive management system, school libraries at both elementary and high schools and public libraries combined with school libraries. These features enable penetration into the community. They also enable contact with a wide variety of audience as well as professional versatility. Thus bring recognition of both the public and the decision makers. In addition to that the findings also introduce managerial features such as: cooperation in decision making processes within the network, team work, open communication, openness to initiative, autonomy with also contribute to the librarians' sense of empowerment.

Moreover, most of the librarians grasp an empowerment concept mainly in terms of their profession and role. Most of them feel that their role is meaningful and satisfactory both for themselves and for the library audience.

To sum-up, the organizational and managerial features embodied in Modiin-Maccabim-Reut libraries networks constitute the beginning of a long process towards librarians' empowerment.

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