

**IMPACT OF OUTSOURCING IN MODERNIZATION
OF STATE UNIVERSITY LIBRARIES IN LUCKNOW,
UTTAR PRADESH: A STUDY**

**ABSTRACT OF
DISSERTATION**

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ABSTRACT

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IMPACT OF OUTSOURCING IN MODERNIZATION OF STATE UNIVERSITY LIBRARIES IN LUCKNOW, UTTAR PRADESH: A STUDY

Outsourcing was traditionally used in libraries long ago. It's not a new library concept. Outsourcing also lends itself nicely to more routine and traditional technical services operations, changes, library work reengineering. Using outsourcing is not bad; advancing library work is very good, but the critics criticize the work's outsourcing or privatization. Outsourcing is how something can be changed and something new created. It can be a positive way to boost productivity as well as an opportunity for personal growth as well as organizational improvement. Outsourcing offers multiple opportunities with special external suppliers to reduce costs and capitalize on investments. From this point of view, librarians should use the external resources to implement strategy methods to achieve goals. Outsourcing is viewed as a way for libraries to provide internally unavailable capabilities.

Outsourcing is the best way to develop productivity for any organization. Outsourcing offers many opportunities with external vendors to reduce costs and capitalize on them. Outsourcing reduces the need to hire special employees, brings new expertise in engineering and also reduces operating costs and risks.

In the present age, without outsourcing in academic libraries, developing teachers, library staff, students and placing them in the open market compilation on par with their counterparts would have a major impact. Disruptive technologies such as cloud computing, infrastructure and platforms have made IT services, whether outsourced or insured, systematic, managed and distributed. The reality is that IT services can be delivered through "cloud" anywhere in the world. Consequently, outsourcing information in library services leads to a greater advantage in gaining knowledge, developing and setting those involved in the main stream of competition.

CONCEPT

The term outsourcing is a combination of three terms "outside," "resource," "use," meaning going outside the organization to use other people's resources. Outsourcing is a contracting name that means privatization or outsourcing because it is contractually supplied and interchangeable in this person or organization. Outsourcing is a strategy in which a service provider and vendor contract with an organization to complete the tasks.

Outsourcing is, in simple words, assigning a task to an outsider (means a seller / organization / person). Simply put, this requires only a contract transaction whereby an organization takes services from a vendor while maintaining ownership and responsibility for underlying processes. Organizations clearly state what they want in the contract and how they want the seller to do the work.

Organizations always hire contractors for specific types of work and have had the ability to complement the resources of the organization to create a long-term relationship with them. This is not a novel concept and it has existed for decades, especially in the corporate sector, as a means of reducing equipment costs.

The official term 'Outsourcing' came with Ross Perot when he founded Electronic Data Systems (EDS) in 1962. EDS would tell a prospective client, *"You are familiar with designing, manufacturing and selling furniture, but we're familiar with managing information technology. We can sell you the information technology you need, and you pay us monthly for the service with a minimum commitment of two to ten years (Sharma, 2006)."*

DEFINITIONS OF OUTSOURCING

Chase, Richard. B., Jacobs, F. Robert., Aquilano, Nicholas. J. and Agarwal, Nitin K (2006) defined, *"Outsourcing is an act of moving some of a firm's internal activities and decision responsibilities to outside providers."*

According to Horngren, Charles T. et al. (2009) *"Outsourcing is the process of purchasing goods and services from outside vendors rather than producing the same goods or services within the organization, which is called in sourcing."*

OUTSOURCING IN LIBRARIES

The concept of outsourcing has been part of decades of librarianship, but this term is used to enable libraries to achieve their goals that include commercial libraries, technical services, or other commercial techniques. When organizational reorganization is done, it is a boon especially for libraries, or staffing is again allocated for public service.

Outsourcing has expanded to include library modernization and more complex and comprehensive operations such as preservation, cataloging, retrospective conversion, and digitization, ICT, and reference services.

Library networks and consortia are also considered a means of outsourcing and are examples of acceptable outsourcing. Many libraries hire vendors to outsource some services and functions due to the increasing demand for more information in the budget shrinking environment and by library users. It is regarded as a solution to the problems of financing and staff. Thus, library management outsourcing has become a strategic tool.

HISTORY OF LIBRARY OUTSOURCING

The library was the first outsourcing organization to its work. Companies have been struggling to take advantage of how they can benefit from their competitive advantage to increase their markets and profits since the Industrial Revolution. The idea of outsourcing is in Adam Smith's theory of 'The Promoted Competitive Advantage' in his book 'The Wealth of Nations' published in 1776. Library of Congress began providing libraries with catalogs in early 1900. In 1983, the OMB (Office of Management and Budget) revised circular A-76 to connect federal libraries, 14 of which were contracts, or one of the targeted "privatization" tasks (Circular A-76 was a legal statement issued by OMB (Office of Office Management and Budget) to showcase Washington DC's commercial agencies). Bakers and McKenzie sacked entire library staff for outsourcing only at the Chicago office on March 31, 1995. And in the mid-1990s, several private organizations began outsourcing their library functions. With the advent of computers and the development of communication technologies, outsourcing has increased substantially. The library has long outsourced its operations even in India. For example, the appointed Ahmedabad Textile Industries Research Association (ATIRA) has an ADINET network (Ahmedabad and libraries around it to handle physical library verification and re-adjustment of the classification and cataloging of accumulated books for your work). For all its documents, the Indira Gandhi

Center for Atomic Research has contracted LibSys to implement bar coding and RFID. Nearly all library agencies such as the Indian National Center for Scientific Documentation (INSDOC) or translators tend to outsource their translation work.

DEFINITIONS OF LIBRARY OUTSOURCING

Harvard Business Review identified outsourcing as one of the most important ideas and practices in management over the past 75 years. Outsourcing means serving any other person or organization on the basis of an external contract or in other words. Benaud and Bordeianu (1998) said that *'definitions of outsourcing reflect two decades of evolution- some might call it a revolution of the outsourcing trend'*. Outsourcing developed in close cooperation between two companies during the 1980s; the trend is towards a more complete partnership in the 1990s. A similar trend is evident in the library world.

ALA Outsourcing Task Force's Report (1999) defines *"Outsourcing is the contracting to external companies or organizations, functions that would otherwise be performed by library employees."* Further ALA Outsourcing Task Force (1999) reported that *"Privatization is the shifting of library service from the public to the private sector through transference of library management and/or assets from a government agency to a commercial company"* and *"Outsourcing involves transfer to a third-party, or outside vendor, or contractor, or independent workers, or provider to perform certain work-related tasks involving recurring internal activities that are not core to the mission of the library."*

NEED & SIGNIFICANCE OF THE STUDY

The need to examine the actual impact of outsourcing in libraries was felt after reviewing the available literature because the literature was found to be related to the implementation of outsourcing in libraries, editorial, criticism, practices on the use of outsourcing and not the impact of outsourcing in libraries. The libraries must tend to outsource their activities to deal with reduced budgets, insufficient and unqualified manpower for library modernization. Several authors suggested that further outsourcing research is needed.

ALA Outsourcing Task Force (1999) reported that, *"This study is not the final word on outsourcing. It is, in fact, just the beginning and recommended [that] further research and study is needed to improve the use of outsourcing as an effective management tool in American libraries."*

STATEMENT OF THE PROBLEM

In the digital environment library users requirement are increasing day by day, to fulfil these requirement library need to use out source resources i.e. called outsourcing. In this context a Scholar has been motivated to know the status how outsourcing will helpful in the betterment of libraries in the digital circumstances. For this study the problem is selected entitled "IMPACT OF OUTSOURCING IN MODERNIZATION OF STATE UNIVERSITY LIBRARIES IN LUCKNOW, UTTAR PRADESH: A STUDY."

OBJECTIVES

The objectives of the study are-

- To know the role of outsourcing in modernization of state university libraries in Lucknow.
- To find out the reasons for using outsourcing.
- Areas of implementation of outsourcing in modernization of state university libraries in Lucknow.
- To find out the impact of outsourcing in modernization of library services.

HYPOTHESES

- H1 Outsourcing helps to enhance the library services.
- H2 Outsourcing became a trend of library modernization.
- H3 Lack of skilled permanent staff increases the use of outsourcing in libraries.

SCOPE AND LIMITATION OF THE STUDY

The scope of the study covers the state university libraries in Lucknow. But there are variations of state university libraries in Lucknow and thus it is not possible to study them all due to the limitations of the time and resources. So the study is limited to those libraries which are similar in the nature. These are as follows:

- ❖ University of Lucknow, Lucknow (1867)
- ❖ Dr. Ram Manohar Lohia National Law University, Lucknow (2005)
- ❖ Dr. Shakuntala Misra National Rehabilitation University, Lucknow (2008)
- ❖ Khwaja Moinuddin chishti Urdu,Arabi-Farsi University, Lucknow (2009)

RESEARCH METHODOLOGY

The study has been conducted among of four state university libraries in Lucknow. The survey method of research is being found suitable to undertake the present study. The study has cover total population of working professionals from state university libraries of Lucknow. For the collection of primary data from the respondents, questionnaire, interview and observation method has been adopted as data collection tool.

DATA COLLECTION

For conducting an appropriate research it is compulsory to collect adequate data. Through the relevant review of literature theoretical data has been collected and by the survey and interview empirical data has been collected.

I. THEORETICAL DATA

The literature was collected from books and articles on print and e - resources divided into two main types - literature on general outsourcing and library outsourcing. The Internet was the main contact point to search for both types of literature books, articles and doctoral theses, i.e. e - databases. Emerald, Academy, ERIC and Research Gate and J - Store were used primarily for research articles, Research Reports. The keywords of the search were "outsourcing," "outsourcing in libraries," "impact of library outsourcing," "outsourcing in Indian libraries," "library upgrading," etc.

II. EMPIRICAL DATA

The method of survey was used to collect empirical data, i.e. Questionnaire, Comments and the Internet (institutions and libraries websites). Primary empirical data were collected through questionnaires supplemented by personal interviews, discussions and interactions with librarians and library staff, as well as personal observations of library activities and services at state universities in Lucknow.

DATA COLLECTION TOOLS

For data collection, the questionnaire and interview tools were used in the study. Below are the details of each.

(i) QUESTIONNAIRE

In order to collect data, two structured questionnaires were prepared. First questionnaire was for librarians of selected state university libraries and second questionnaire was for library staff.

a) LIBRARIANS' QUESTIONNAIRE

The Librarians questionnaire was used to collect the data regarding the general information about the library, various library resources, and impact of the outsourcing on library activities and services.

b) QUESTIONNAIRE FOR LIBRARY STAFF

The main objective of this questionnaire was to get the staff views about using outsourcing in libraries. The questions asked in this questionnaire were aimed to know the name and designation of the staff and nature of job; name of the section of working, area in which outsourcing used in library, their opinion about outsourcing used in library and finally, comparing the in-house vs. outsources activities and services preferences from the staff perspectives.

(ii) INTERVIEW

As most of the questions were included in the questionnaires, there was no formal interview schedule designed for the study. Informal interviews with librarians / functionaries and library staff were conducted, however. Questions were asked about the reasons, area of implementation, opinion, and impact of using outsourcing in library activities and services. The responses given by them were noted in a diary and used while analyzing the data.

SAMPLE SIZE

Random Sampling technique was used to select the sample. 4 questionnaires were distributed to librarians and 25 to library staff. Staff questionnaire were distributed to the selected library professionals up to the designation of assistant librarian and head/ incharge of the various sections in library. 4 questionnaire (responses rate 100%) filled by librarian and 24 questionnaire (responses rate 96%) filled by library staff.

MAJOR FINDINGS OF THE STUDY

The major findings of the study are as follows:

- In absence of a professional librarian in a library, there is every possibility of unmanageable situation; outcomes indicate that only 1 (3.44%) respondents are working librarians, which show the casual approach of government in the appointment of the qualified librarians. 2(6.89%) respondents are working as permanent deputy librarian, 1(3.44%) respondents are working as permanent assistant librarian, 3(10.34%) permanent and 4(30.76%) temporary respondents are working as professional assistant there is no research assistant in all selected libraries.1(3.44%) permanent and1(7.69%) temporary based respondent are working as library assistant. 18(62%) permanent, 7(53.84%) temporary based respondents are working as library attendant. None of information scientist. 3(10.34%) permanent and 1(33.33%) temporary based other staff. It also shows that government is least interested in appointing the permanent library professional staff (Table 4.2)
- LU having maximum number 66.66% permanent staff followed by RMLNLU 7% permanent and 25% temporary staff, in KMCUAFU 7% temporary based staff. However none of professional staff in SMNRU (Table 4.2).
- The result of analysis reveals the shortage of IT professionals in state university libraries 1permanent respondent is working as system analyst, 1 permanent,2 temporary based respondents are working as data entry operator, 2 temporary based respondents are working as programmer, and 1 respondent is working as website designer on temporary based. The outcomes indicate that the post of software developer and network analyst are vacant in all selected libraries.
- The outcomes indicate that 2(11.76%) permanent and 4(12.5%) temporary respondents are working as acquisition staff, 3(17.64%) permanent, 5 (13.88%) temporary based respondents are working as cataloger, 2(11.76%) permanent and 4(11.11%) temporary respondents are working as classifier, 2(11.76%) permanent 6(16.66%) temporary based respondents are working as circulation desk staff, 2(5.55%) temporary based respondents are working as authority control, 3(17.64%) permanent and 5(13.88%) respondents are working in reference section,2 (11.76%) permanent and 4 (12.5%) temporary respondents are working as serial control, none is for translation section,2 (11.76%) permanent 6(16.66%) temporary based respondents are working as maintenance staff, 1(5.88%) respondents is working as other MTS staff.

- It is explore in librarians' opinion most of the respondents (75%) says that outsourcing is helpful in modernization of libraries.
- The result also discovered that in selected libraries library automation services is providing through in-house or outsource the result found that out of 4 libraries 2 libraries provide its services by in-house and another 2 by outsource.
- It is further discovered that most of the libraries (2) provide its information services by in-house and another libraries provide some services by outsource but some services neither in-house nor outsource.
- The outcome highlighted in IT based services content management system 75% in-house and maintenance all system 75% by outsource, and other services 50% in-house and 25% outsource.
- The outcome shows the majority of respondents 3 (75%) out of 4 librarians agreed on following reasons given to using outsource i.e. Quality Improvement, Enhance library services, Lack of in-house resources, Control over budget, Solution to heavy workload & backlog, Save time, improve unproductive services, Concentrate on core activities, flexible to change, adopt new technology, Maximum utilization of resource, Enhance standardization, Enhance user satisfaction, building maintenance.
- Majority of the respondents (75%) accepted outsourcing plays a vital role in modernization.
- The study reveals 100% libraries agrees that outsourcing became a trend of standardizing in IT services.
- The finding emerged that Outsourcing offers multiple opportunities with special external suppliers to reduce costs and capitalize on investments; therefore most of the respondents are in favor that outsourcing became a trend in university to get desirable result.
- Most of the libraries evaluated impact of outsourcing in services the result found that 40% libraries stated that outsourcing is more effective in services, 60% stated that outsourcing is more efficient in services and no libraries are dependable on outsourcing for services.
- It also observed through 83% respondents opinion outsourcing became a trend for modernization of library from traditional to modern.
- The study also finds that outsourcing is useful for professional- automated activities and services rather than non-professional services.

- It is clear from recent study outsourcing plays an important role in solution to challenges to adopt new technology.

CONCLUSION

With the changing trends in the functioning of libraries in this information age, libraries have difficulty concentrating on all activities and services themselves and meeting the novel, varying and increasing expectations of ICT-savvy users. Libraries need to reconsider, replant, restructure, and reengineer their activities and services in order to focus more on the services provided by users. In today's economic crisis, with budgets and staff shrinking, libraries need to adopt some alternates to maintain their goodwill and reputation. Outsourcing is accepted globally as a universal alternative for dealing with these issues in all spheres of life, so as libraries are concerned they are outsourcing some of their activities and services. Although Indian libraries embrace outsourcing in various areas, they are hesitant to accept these facts openly. The results of present study give a clear picture of the outsourcing scenario in state university libraries of Lucknow. Outsourcing services for modernization of library like automation, networking, electrification, equipment maintenance, and data feeding security services widely accepted. Outsourcing is useful for Professional-automated activities and services rather prefer to use outsourcing of Non-Professional activities and services. This study confirms that outsourcing became a trend in modernization of libraries. Majority of the libraries prefer to use outsourcing to cope with the problems of staff shortage and utilization of ICT.

Outsourcing, among the new generation of library professionals, also opens new avenues for entrepreneurship. New graduates would find a career for their outsourcing skills with the ever-shrinking job market. It can be a good career alternative to a traditional full-time librarian job, now that government funding is dwindling for universities and their libraries. Technology changes libraries and librarians ' role in any case.