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

**DISSERTATION  
SUBMITTED FOR AWARD OF THE DEGREE OF**

**Master of Philosophy**

**IN  
LIBRARY AND INFORMATION SCIENCE**

UNDER THE SUPERVISION OF

**Prof. M. P. Singh**

Head, DLIS

SUBMITTED BY

**Mitali Saini**

BABASAHEB  
BHIMRAO  
AMBEDKAR  
UNIVERSITY



प्रज्ञा शील करुणा  
ESTABLISHED 1996

**DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE  
(SCHOOL FOR INFORMATION SCIENCE & TECHNOLOGY)**

**BABASAHEB BHIMRAO AMBEDKAR UNIVERSITY  
(A CENTRAL UNIVERSITY)**

**VIDYA VIHAR, RAEBARELI ROAD LUCKNOW, UTTAR PRADESH**

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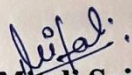
**2019**

## DECLARATION

I hereby declare that this dissertation entitled "IMPACT OF OUTSOURCING IN MODERNIZATION OF STATE UNIVERSITY LIBRAIRES IN LUCKNOW, UTTAR PRADESH: A STUDY" submitted by me for the award of Degree of the Master of Philosophy in Library and Information Science to the Department of Library and Information Science, Babasaheb Bhimrao Ambedkar (A Central University), Lucknow is an outcome of my own efforts and is an original work. The content of this dissertation did not form a basis for the award of any previous degree to anyone else.

Date: 12/7/19

Place: Lucknow

  
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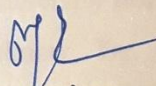
## CERTIFICATE

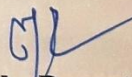
This is to certify that the dissertation entitled “**IMPACT OF OUTSOURCING IN MODERNIZATION OF STATE UNIVERSITY LIBRARIES IN LUCKNOW, UTTAR PRADESH: A STUDY**” submitted by **Mitali Saini** is an original research work and has not been previously submitted in part or full for the award of any other degree or diploma to this or any other university.

The dissertation submitted to Babasaheb Bhimrao Ambedkar University satisfies all the requirements as stipulated in the Master of Philosophy (M.Phil.) regulations-2018 and it is fit for submission and evaluation for the award of the degree of Master of Philosophy in Library and Information Science of the University.

**Date:** 12/7/2019

**Place:** Lucknow

  
**Supervisor**

  
**Head of the Department**

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Dated: 2/7/19

  
(Mitali Saini)

Place: Lucknow

## **PREFACE**

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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. Researcher has also identified the problem and reason of the present status of the library. The whole work of study is arranged in five chapters:

**Chapter: 1 Introduction** gives a broad introduction about outsourcing. An attempt has been made to deliver background information of the subject under study. The chapter provides a statement of the problem, objective, hypotheses of the study. This chapter is also assist an introduction of outsourcing in libraries and modernization of libraries. Further in this chapter a note on research methodology has been provided. This includes explanation of the research design, sample selection procedure, field location, and data collection and interpretation techniques.

**Chapter: 2 Review of Literature** deals about the review of selected literature has been undertaken to understand the name of previous studies on several aspects of outsourcing.

**Chapter: 3 A Brief Profile of Selected Libraries of Lucknow** outlines brief information about the study area of the research. It includes four State Universities of Lucknow namely, University of Lucknow, Dr. Ram Manohar Lohiya National Law University, Dr. Shakuntala Misra National Rehabilitation University and Khawaja Moinuddin Chisti Urdu, Arbi-Farsi University.

**Chapter: 4 Analysis and Interpretation of Data** discuss the data analysis and interpretation of the results. For selecting the samples, simple random sampling method is used in the study.

**Chapter: 5 Findings, Conclusion and Suggestions** provide summary and conclusion of the present research work. In this chapter an attempt has been made to draw policy implications of the work with references to findings. This chapter also provided some suggestions given by the faculty members for the appropriate and meaningful impact of outsourcing.

In the end, an exhaustive alphabetical bibliography, and appendix have also been provided to enhance the features of the dissertation.

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# CHAPTER- 1

## 1.1 Introduction

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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 re-engineering. 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.

## 1.2 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).”

### **1.3 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.”

### **1.4 Generations of Outsourcing**

Contracting outsourcing is a name from the old practice that means some service or activity to be performed by those individuals or organizations not part of any organization.

Outsourcing," privatization,' and' case contracts' are often used interchangeably, because in different aspects each word indicates organizational negotiation with vendors.

Different definitions of these words can be found in commercial literature. The key difference between outsourcing and privatization, however, is that complete control over a privatization service is transferred to the seller while the delivery of a service is transferred in outsourcing, but control is not transferred, including management and policy settings.

The term ' outsourcing ' has come from a sea change in these years that has created a new perception in the scenario of today. It is specialized from time to time in outsourcing (off shoring), social networking (crowd sourcing) through waves of cloud computing (cloud sourcing) and moving forward. Several other long - term events are constantly evolving in the corporate and public sectors, the concept of outsourcing and applications.

## **First Generation**

The first generation of outsourcing was usually about cost savings - finding someone better, faster, cheaper, or three who could do the same thing. Service providers, however, were interested in better long - term contracts and margins. It covers the period of 1970 - 1990. The outsourcing features of the first generation include: most peripheral outsourcing activities, cost savings, limited vendor, immature market, low integration, and low customer satisfaction attention.

## **Second Generation**

The second generation outsourcing became strategic-focusing more on key competencies and achieving goals. It covered the period of 1990-2010. Outsourcing features of the second generation include: major focus on outsourcing, multiple vendors, mature markets, increased integration and performance of organizations close to major and major activities.

## **Third Generation**

The outsourcing of the third generation covers the duration of 2010. This outsourcing generation is changing the past as it is based entirely on cloud computing. Outsourcing features

of the third generation include: outsourcing of main and non-core activities, focusing on numerous vendors, mature markets, virtual integration, and organizational objectives.

## **Fourth Generation**

Today, which we call the fourth outsourcing generation, this difference is addressed by the best service providers. This generation deploys analytics to extract actionable business insights from the huge transactional data stores that have accumulated over long - term customer commitments. This generation's features are the effective use of outsourcing environments (through statistical surveys, root - cause analysis, and sophisticated process optimization tools and techniques), which today has a major impact on organizations ' performance with intensive industry expertise.

## **Fifth generation**

With technologies, we see that outsourcing operates in its fifth generation - where the on - demand services implemented through many software are implemented through flexible contracting of software platforms and standardized processes through commercial contract structures. Outsourcing of the fifth generation emerges from the process and will remain similar - as these techniques mature and more customers adopt standardized procedures as a source of value creation.

## **Sixth Generation**

We believe that online social networking technologies in another 6th generation will help outsourcing develop in the future. We see the use of social networking as an extension of the platforms of the fifth generation to build learning communities through social media technologies.

## **1.5 Types of Outsourcing**

In today's environment, outsourcing is becoming increasingly popular. Most profitable organizations outsource most of their work as well as non-profit organizations. This is a process in which an organization contracts to take advantage of special services with other organizations. Outsourcing can be divided into the following types, depending on the nature of the outsourced work to be performed:

## **Co-Sourcing**

It is an outsourcing project in which the payment of the seller is based on achieving the goals of a specific goal / project. The expectations of the organization include access to cost savings and demand expertise. Vendor offers labor mediation on specific techniques, expertise and specialization in project management.

## **Back sourcing / In-sourcing**

Used when the technology brings home the cheapest organization that has already been outsourced as it can be more advantageous to run that operation internally. It usually happens when the function / application is running cheap technology and intrinsically beneficial.

## **Multi-sourcing outsourcing**

It is a strategy in which an organization buys from the same vendor or several vendors' different types of products. Each vendor has an organization's direct contractual relationship. It should be separated from the traditional concept of a single supplier. Working with one or more vendors, the organization's goal is to achieve significant professional performance improvement rather than cost savings in the short term.

## **Selective Outsourcing**

It involves outsourcing a specific part of the activity / specific applications and the rest of the in - house activity. It is flexible and less risky as most of the work is done by the organization's internal employees. This is generally more popular than outsourcing totally.

## **Shared Outsourcing**

It is used when a seller has been working simultaneously for more than one organization. For example, a vendor of software requires the same type of software that only works on computer software code because all banks need the same type of software for their work.

## **Total Outsourcing**

When an organization closes a specific department and transfers all of that department's functions to the seller, the total / complete outsourcing is used, e.g. when the organization closes its department of maintenance and outsources it to the seller.

## **Temporary Outsourcing**

This type of outsourcing is adopted for a particular problem as a quick and short - term solution. When organizations are in a situation where rapid changes are taking place and they can't afford to lock up with a vendor in a long - term, inflexible arrangement.

## **Business Process Outsourcing**

BPO is a form of outsourcing for third-party service providers / vendors involving the contracting of operations and responsibilities for specific business functions (or processes). In BPO, for an organization / external vendor, a special / complete process or work is transferred to another department. The complete ceremony, property and staff will be transferred to the vendor / external service provider.

## **Business Transformation Outsourcing**

This is Business Process Outsourcing (BPO) expansion. BTO usually helps build a new infrastructure or business model for the client company. The goal of outsourcing business change is to maximize outsourcing benefits, change business and improve performance.

## **Knowledge Process Outsourcing**

Knowledge process outsourcing is a more sophisticated level of outsourcing relative to BPO. It includes advanced research, analytical and technical skill, which means that it is expected that service providers / vendors will work independently. It is also important to note that the client still determines all processes in BPO, whereas managerial control is given to KPO experts. KPO examples include pharmaceutical research and development, research on patent / intellectual property, animation, and simulation.

## **Near Shore outsourcing**

Near shore outsourcing's work is to move services to neighboring peoples closer to the geographic organization of the country. Geographically close means that it is easy and cheaper to travel and communicate. All adjacent outsourcing organizations, e.g. India outsourcing to China, often share a border with their countries.

## **Offshore Outsourcing**

An organization off shoring outsourcing is transferred to other countries or other IT-related areas of work, such as political stability and low labor or savings. Like the US and other developed countries, IT-related tasks have shifted to developing countries around the world such as India, China and Malaysia.

## **Net- Sourcing**

This is the application for outsourcing on the web. Net sourcing enables customers to obtain business applications as a service rather than directly purchasing software from an independent software vendor (ISV). Customers can use net - sourcing to access ISV applications like Microsoft Office's personal productivity tools, email / collaboration tools like Microsoft Exchange, Lotus Notes, Netscape Messenger, etc.

## **Transitional Outsourcing**

Organizations use transitional outsourcing to make major changes, such as moving from one technical platform to another. There are three phases: heritage systems management; new platforms or system infection; and the new platform's stabilization and management. It has outsourced heritage system management to the general, allowing internal IT personnel to focus on new technology and develop skills.

## **Transformational Outsourcing**

Transformational outsourcing means using intensive outsourcing to achieve sustainable, step - change improvement in the performance of organizations. When an organization wants to re - implement business processes and operations in order to implement new technologies, it is often required.

## **Value- Added Outsourcing**

One aspect of strategic procurement or multi - sourcing that is replaced to a functional area as a service provider. Estimates that service providers can add value to the activity that will not be effective if internal staff provides it.

## **Crowd sourcing**

It is called outsourcing to allocate tasks to a defined organizational unit, while assigning tasks to unorganized, undefined individuals is called crowd sourcing. Crowd sourcing is the work of outsourcing tasks traditionally performed by employees or a contractor for the undefined large group of individuals or crowds.

## **Cloud sourcing**

Cloud sourcing is a cloud computing and outsourcing combination. In contrast to hosting and operating services and resources such as college or university networks, cloud sourcing is a general term for anything that involves distributing services and IT resources hosted on the Internet.

### **1.6 National Scenario**

According to National Association of Software and Services Companies (Nasscom,2016). The voice of the Indian IT industry, the sector also continues to be one of the largest employers in the country directly employing nearly 3.5 million professionals, adding over 230,000 employees during the year. The global outsourcing industry recorded a growth of about 8.5 percent during last year,Nasscom said.

Achyuta Ghosh,(2016) said, 'India accounted for 56 percent of the global outsourcing market last year compared with 52 percent in 2012'.

R Chandrashekhhar pointed out that India was jumping the technology maturity curve and was emerging as a digital economy. The recent announcements by the federal government on Digital India, Make in India, and Skilling India were creating a renewed thrust on the domestic market.

"The Indian IT-BPM industry is expected to continue to partner and handhold clients to enable business success in the digital era, and is well set on its goal to reach revenues of \$300 billion by 2020. At the same time, challenges around economic volatility, protectionism, competition, and customer understanding will need to be addressed by concerned stakeholders," he said in the report (Srinivasan, 2016).

Innovation, new technologies and global competitiveness are a continuous driving force behind the growth and expansion of the global business process outsourcing industry.

The global outsourcing business process (BPO) industry grew at a compound annual growth rate of 4.4 percent between 2012 and 2016 to reach total revenues of \$ 140.3 billion in 2016.

The industry had major concerns about increased skill shortages, increased trade protectionism, and political gridlock in the early months of 2017.

While this has continued over the past few months, the BPO industry clearly shows higher overall optimism over market growth and lower regulations.

The benefits gained by innovative technologies such as cloud computing and process automation also encourage businesses.

It is expected that global outsourcing service providers will use new technological innovations to address market challenges effectively, improve products and services, and manage talent shortages – while helping to keep operating costs low.

IAOP (International Association of Outsourcing Professionals) published the "2018 Global Outsourcing 100" list of the world's top outsourcing service providers. These Indian firms were listed in the world's top outsourcing service provider firms. Hinduja Global Solutions (HGS) (listed on NSE and BSE in India), a global leader in business process management, has been named a 2018 Global Outsourcing 100 List Super Star on the International Association of Outsourcing Professionals (IAOP). Vee Technologies, a business process services and solutions provider based in New York and Bangalore, India, has been recognized as a Rising Star on the 2018 Global Outsourcing 100 list for the third consecutive year. In the 2018 IAOP ® Global Outsourcing 100 ® list, Access Healthcare, one of the largest providers of revenue cycle business processes and IT services, was listed. In the Leaders category of the IAOP ® 2018 Global Outsourcing 100 list, Aegis Customer Support Services Private Limited, a global outsourcing and technology services company. With this coveted distinction, Aegis was named for the 8th consecutive year in the Global Outsourcing 100 List Leaders category (Orlando, 2018).

## **1.7 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.

## **1.8 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.

## **1.9 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."

## **1.10 Indian Scenario**

Outsourcing has also been used by Indian libraries for many years, for example. Lahiri and Singh (1989) reported that the National Union Catalog of Scientific Series in India (NUCSSI) had been transferred to mega tapes by INSDOC (now NISCAIR) and developed the database at home. However, NISCAIR outsourced it to NICNET and INDONET to make the NUCSSI database accessible online.

Vanvi, Shailesh B.(2013) found that "While libraries are outsourcing in India, not much is formally written and done. Therefore, the study is used to find out about the outsourcing scenario in the Indian libraries."

In India's special libraries, Singh (2006) found "outsourcing and flexi-work force among various emerging trends and developments. Tasks like acquisition, cataloging and classification, retro conversion, inventory collection, bibliography compilation, library automation and the like could all be outsourced.

Gupta and Sharma (2012) concluded that for many years, "most Indian libraries have used selective outsourcing, which has had a positive impact on these libraries. Most libraries outsource automated professional and non-professional activities and services. Indian libraries also want to continue and expand future use of outsourcing, in particular digitization and RFID tagging and maintenance.

## **1.11 Types of Outsourcing Used in Libraries**

### **Co-Sourcing**

When any task is performed by internal library staff and external resources, such as outsourcing vendors, with specialized knowledge of that specific function, such as implementing RFID in a library.

### **Back Sourcing/ In Sourcing**

When the technology gets cheaper and the library returns the work previously outsourced because it is more beneficial to run the operation internally now.

### **Multi- Sourcing Outsourcing**

A strategy in which a library deals with the same vendor or library can purchase from different vendors different types of products.

### **Selective Outsourcing**

When only specific applications were outsourced by the library. It is the most popular and widely used in libraries for projects.

### **Shared Outsourcing**

When a seller works simultaneously for multiple libraries.

### **Total/ full Outsourcing**

When a library decides to close the department and transfer the function entirely to an external vendor.

## **Temporary Outsourcing**

The library expects this sort of outsourcing as a quick and short - term solution to a particular problem / task.

## **Business Process Outsourcing**

When the Library outsources a particular process / work in any institution or outside institution.

## **Transitional Outsourcing**

It includes a library migration from one platform or another's mode of operation. There are three steps: traditional system management; transition to new platform or system; and new platform stabilization and management.

## **Crowdsourcing**

The difference between crowdsourcing and ordinary outsourcing is that it is outsourced to an undefined public rather than to a specific body of a task or problem than outsourcing crowdsourcing, e.g. libraries invite the user to mark errors in library catalogs, etc.

## **Cloudsourcing**

Cloudsourcing is a process through which cloud products and services are specialized and cloud service providers outsource and provide their deployment and maintenance. Cloud computing services have been used by the library for over a decade.

## **1.12 Reasons**

Organizations are forced to look for new ways to generate value in today's growing competitive world. Organizations have developed principles to help them deliver outstanding services, save time, increase efficiency, improve product and quantity quality, etc. The overall goal of outsourcing is to reduce costs and increase product and service quantity and quality. This is the primary reason why organizations should consider outsourcing as an attractive option. Different organizations can choose different outsourcing strategies according to their specific conditions.

Similarly, the specific environment, base, foundation, goal, current information system, and library management initiatives of the library determine outsourcing viability. There are two main reasons in libraries for improving cost efficiency and user services, for which libraries must consider outsourcing as an option.

The main reasons why libraries should outsource their services are given below:

- To focus on core activities.
- Due to lack of necessary staff and expertise in in-house.
- To reduce operating and training costs.
- To enhance the quality and quantity of product & services.
- Value-added services can be provided.
- To increase productivity in a short time
- To improve efficiency.
- To ensure user satisfaction.
- To buy skilled manpower at low rates.

### **1.13 Functions for Outsourcing Library Services**

The following are some library functions that are generally outsourced:

- Cataloguing.
- Classification.
- Technical Processing.
- Preservation.
- Shelving.
- Photocopying.
- Binding.
- Translation.
- Library Automation.
- Bar Coding.
- Members Identity Cards.

- Web site designing and maintenance.
- Indexing.
- Database Management.
- Network Management.

## **1.14 Advantage**

There are many advantages to consider outsourcing by libraries. Most libraries consider outsourcing for the following benefits:

### **Focus on Core Services**

Outsourcing is known as removing unnecessary work to focus on the library's primary goals. Outsourcing enables libraries to focus on core services and reduce the amount of time and effort spent on other peripheral functions. Outsourcing helps users make new services available.

### **Cost Control**

Cost reduction and/or control is another important reason for outsourcing consideration. Private sector entrepreneurs can complete tasks with fewer employees. It can lower overhead costs and reduce ongoing costs for permanent employees as well as training and equipment.

### **Acquire Specialized Skills and Expertise**

Outsourcing allows libraries to gain expertise with specific competencies and state-of-the-art capabilities. Libraries can benefit from contracting specialists or professionals for specific tasks that cannot be sustained or required except in special circumstances. Many libraries outsource highly specialized ICT-related technical tasks.

### **Improve Production**

Sellers are focused more on products than on libraries. Outsourcing increases productivity, e.g. it takes longer than outsourced for retrospective conversion made at home.

### **More Control on Library Process**

Outsourcing certain activities does not mean librarians losing control over the library process. "A good contract and a good relationship with the vendor will help the library monitor the operation's performance, quality and control" (Baker, 1998).

## **Control over Seller**

A library has more control over a seller and his performance than its employees through the agreement. The library ensures the continuous delivery of a quality product and the library can cancel the contract with the seller if the quality is not satisfactory.

## **Improve Coordination**

For the duration of the outsourcing program the relationship with the seller is necessary. This is necessary in many areas of the library for cooperation. It thus increases communication within the library between various departments and promotes teamwork.

## **Introduce New Value Added Service**

Those services that the library does not offer can provide them with outsourced vendors. For example, a vendor cataloging may provide a table of contents.

## **Adventure of Future Technology**

New technologies are emerging, most libraries are unable to take advantage of them immediately, as there is a high cost, and these techniques need to be connected and learned. Service provider / seller outsourcing with new technologies introduce them so that the library has to spend less time implementing new techniques, financing effort and less risk.

## **1.15 Disadvantage**

Outsourcing has become a management tool that has been established. Many libraries have started outsourcing as a delivery service option and successful outsourcing has been used by individual libraries in many cases. If outsourcing is not done well, it can cause major problems.

## **Loss of Control**

Outsource loss of control over the operation of the libraries ' most important issues, as employees have to leave some control over the vendors. Make sure that outsourcing partner libraries understand and support the goals and values to reduce the loss of control.

## **Staff Morale**

Outsourcing affects staff's morale; as changes associated with outsourcing essentially result in high stress levels. The librarian should therefore use the staff consultation to rebuild the trust and encourage them to learn new techniques and create a positive working environment in the library.

## **More Costly**

Outsourcing services may be more expensive than home if outsourcing is not properly planned. It should depend on the library's requirements and contract terms. The librarian works to make a service comparable to service costs, whether provided by in-house employees or outsourced sellers.

## **Decline in Quality**

If a function is outsourced, there may be a risk that the new working group will not maintain the quality level as previously. Successful careful outsourcing depends on planning and details being focused on. Successful outsourcing depends on careful planning and attention to details such as: how service level can be maintained or increased.

## **Less Loyalty**

Contract staffs are much less loyal than internal staff. The libraries ' secret information cannot be shared with contract staff as they are not the organization's regular employees.

## **1.16 Modernization of Libraries**

Modernization is a continuous change process through technical inputs to improve. Current technological convergence, international communication protocols, and rapidly flexible web-based services have brought significant changes to the scholars ' information environment. These changes and their opportunities have made the concept of the ' Hybrid Library' a reality. This new reality forced the academic libraries to think about how they could improve the resources in the 21st century to face the library's challenges. The library must therefore take advantage of the special services offered by various vendors for the low risk and expenses involved in such tasks. Outsourcing is the main reason for believing it as an attractive option for

the library. An organization in outsourcing allows an external vendor organization / person to assume responsibility for some of the organization's functions.

The library is constantly facing challenges due to the explosion of changes in information and technology and is adopting different policies to deliver better services. In order to modernize, libraries were required to provide digital services. Libraries are fast sharing resources through networks of computers and libraries. The use of ICT for libraries has now become necessary.

### **1.16.1 Libraries in Pre-industrial age**

Pre-industrial libraries were generally referred to as traditional libraries and mostly contain manuscripts and printed materials that were best used in an organized manner in libraries such as cataloging, classification, indexing abstract, etc. Information in libraries was made available to them on users ' request. Various user demands increased due to the information explosion, which was not enough to manage using traditional practices in libraries. The library faces constant challenges due to changing media formats of publications. The library is changing its practices to address these challenges and improve services.

### **1.16.2 Libraries in Post Industrial age**

The industrial age has completely changed the traditional library system. ICT is widely used in the academic field, where ICT applications are sheltered by the formal education system to support online and distance learning. Academic library users now use e-publishing and web-based resource as a convenient publishing tool. The librarian noted these changes in the educational environment and adopted different policies to keep users up - to - date in their area of interest.

## **1.17 Libraries Trends**

The landscape of libraries has changed enormously due to information technology; therefore the library is changing its practices and processes. The library and its components are currently following ICT, management and technology trends that benefit libraries and users alike. The development of the electronic, digital and virtual libraries changes due to changes in the ICT application.

### **a) Electronic Libraries**

The automation process is used to transform libraries into electronic libraries from traditional libraries. Using computer and library management software, the library is automated. In libraries, computers are used and retrieved for data storage whenever necessary. The manpower could be saved when routine work is automated, and it can also be used to make policy decisions for efficient library management and the construction of modern libraries. Automation is a crucial phase for the library's further growth. It is not possible to modernize the library without automation.

### **b) Digital Libraries**

Using technology, automated libraries have grown rapidly. The collection is available in any format in modern libraries now make sure that the information is accessible. By crossing the automation, the libraries moved forward. Even in India, hybrid libraries and multimedia libraries are now moving towards developments in digital libraries. The library digitization process is growing day by day. The benefit of digitizing libraries is the use of e - publications, use of internet resource, resource sharing, development of library networks, online searching, etc.

### **c) Virtual Libraries**

Internet use and virtual imagery are increasing day by day. Internet and web technology contribute to library modernization. Technology helps to store data in libraries and transfer information over the network. Virtual libraries benefit from rapid collection of information. Virtual libraries serve the new generation of users with the information in a new way. Virtual libraries will be the new library version in the future.

## **1.18 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.”

### **1.19 Statement of the Problem**

In the digital environment library users requirement are increasing day by day, to fulfill 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."

### **1.20 Objectives of the Study**

The objectives of the study are-

1. To know the role of outsourcing in modernization of state university libraries in Lucknow.
2. To find out the reasons for using outsourcing.
3. To find out areas of implementation of outsourcing in modernization of state university libraries in Lucknow.
4. To find out the impact of outsourcing in modernization of library services.

### **1.21 Hypotheses of the Study**

H<sub>1</sub>: Outsourcing helps to enhance the library services.

H<sub>2</sub>: Outsourcing became a trend of library modernization.

H<sub>3</sub>: Lack of skilled permanent staff increases the use of outsourcing in libraries.

### **1.22 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 Lohiya National Law University, Lucknow (2005)
- ❖ Dr. Shakuntala Misra National Rehabilitation University, Lucknow (2008)
- ❖ Khwaja Moinuddin Chishti Urdu, Arabi-Farsi University, Lucknow (2009)

## **1.23 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 data collection various tools are used.

### **1.23.1 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.

### **1.23.2 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.

### **1.23.3 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/ in charge of the various sections in library. 4 questionnaire (responses rate 100%) received by librarian and 24 questionnaire (responses rate 96%) received by library staff.

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## CHAPTER- 2

### Review of Literature

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Review of related literature is pre-requisite for every research. The survey of related literature is very necessary for planning the research and time spent this aspect is invariably a wise investment because it provides a base for further research. Keeping this importance of review of related literature in view the investigator reviewed literature related to his topic.

In the present study, although it was not possible on the part of the investigator to get access to the entire published or unpublished research, due to lack of time and availability of resources, still an attempt has been made to study the concerned literature with the investigation in hand so as to provide philosophical background to the study.

While perusing the literature the investigator has come across the fact that many studies of course have been carried out by the researcher different individual aspect in the field of outsourcing. In the present chapter considerable amount of literature on the outsourcing has been extensively reviewed. The hypothesis of the study has been formulated on the background of these studies.

**Muhammad, Yusuf & Joshua (2018)** studied that outsourcing library services, outsourcing vendor, lists the reasons for the selection criteria for outsourcing library services. It also highlights the outsourcing benefits and disadvantages. They found that checking outsourcing libraries is a good suggestion. If valuable library resources can be properly practiced, library services can be guided and redistributed in real terms. The experience of outsourcing people generally feels positive, practical and sensible solutions can be found for some aspect of the outsourcing library. For traditional full-time jobs, outsourcing libraries can be a good career option.

**Opiy (2017)** conducted a study on "Outsourcing effect on Kenya's organizational performance." This study was intended to determine the impact of outsourcing on the performance of the organization. How productivity, cost and quality impact the performance of an organization has

been established. It is clear from the review that outsourcing affects productivity, cost and quality and is therefore an organization's performance. It was noted that cleaning services, software development, renewal, security and catering services can be outsourced. Cost savings, quality goods and services for outsourcing, organizational efficiency and leading competitive goods and services prices have been mentioned. Outsourcing has also been noted for influencing costs as it has reduced costs, outsourced services have been cheap to maintain, and outsourced services have reduced expenditure costs on time. Outsourcing also influenced the quality of goods and services as it enabled up to standard purchases and affected the organization's performance.

**Kumbhar and Bidve (2016)** studied that outsourcing today is very useful in changing the traditional to modern role of our own. Technologies are changing and modern services are unable to appoint all skilled personnel for all works. Outsourcing is therefore important to complete the work and helps to solve problems. From time to time, the authors suggested the need for further research on library outsourcing practice. In this study, they found that many libraries outsource their services and tasks to external vendors in the case of increased demand for budget reduction and more information from library users.

**Mwai, Kiplang&Gichoya (2016)** conducted a Study on outsourcing of ICT services to selected public university libraries in Kenya was conducted. In four selected public university libraries in Kenya, this study pursued a multi case study strategy. Using the semi - structured interview program, data was collected. The findings show that public university libraries in Kenya have outsourced internet, e - processing such as ICT services, and gained advantages such as cost reduction, knowledge and skill acquisition and economies of scale.

**Elsayed (2015)** conducted a study on the outsourcing of Saudi libraries digitization and identifying outsourcing limitations in this project. He used the survey method and questionnaire to find out if the decision to outsource would have an effect; the steps enabled in the outsourcing process, the difficulties faced by outsourcing in digitization projects, the materials to outsource and the vendor selection process.

**Ali and Khan (2014)** conducted a study in the United States on ' Software Outsourcing Partnership(SOP): A Systematic Literature Review Protocol with Preliminary Results ' in which

a partnership model of the administrators of the Software Outsourcing Partnership was developed. The study was conducted on factors that influence the relationship outsourcing antivirus, which is important for the organization to develop outsourcing vendors, which motivates them to change existing contract relationship outsourcing in sourcing. The present study main findings were quality and social distances; they lacked the role of driver for partnership formation such as lack of engagement, high job quality, increased risk, business change, affordable labor pool, high work skills, cumulative experience, learning scope, also mentioned globinnovation talent, and world - class distribution models.

**Muhic& Johansson (2014)** studied on next generation outsourcing; the objective of this study was to provide new illumination on cloud sourcing through outsourcing. It can be said that the relations between IT outsourcing and cloud sourcing haven't been deeply addressed by previous research studies. It is also true that the software as a Service (SaaS) model as cloud sourcing or software has been discussed with sources for physicians ' reasons of course, it is not necessary to discuss the issue of concern as described by Martens and Teuitberg magazines for the purpose of a scientific readership. Through this a literature review to provide an indicator on this cloud sourcing trend - Weather is the predicted future of cloud sourcing globalization. This addresses the difference in future cloud supply chain research as outsourcing.

**Jackson (2014)** studied external authority control services. The vendors who provide relatively inexpensive authorization control services. The author also studied the efficacy of the vendors ' services. As a result, many reports of vendor experience gave authority control, and these generally indicated a successful and satisfying outcome. Author stated that it might seem surprising that outsourcing would be suitable for such a specialized area as authority control. The Authority's work is an intellectual effort in which research is of a high level. The author believed that a record can be uploaded to a bibliography utility with a wrong title. Surely the vendor is not taking all the blame. Ultimately, the author suggested that automatic systems are an essential part of the catalog, but we must be the owner of this process and demand more from our systems and from our suppliers.

**Shailesh (2013)** studied that library operations outsourced during the early days of library activity and services were restricted to helping activities such as security, binding, photocopying and janitorial services. Now, however, it is expanded to include more complex and operational

conservation, cataloging, retrospective conversion, digitization, and reference services. The purpose of this work is to decide what outsourcing was, how it impacts and impacts library activities in specific areas, as well as to assess its overall impact on the quality of library activities and facilities. In India, there are library outsourcing, however, is not formally written over and done. Therefore the study to learn the situation of the libraries in relation to outsourcing.

**Connie (2012)** analyzed the Harold Bee Library case at Brigham Young University (BEU) with a group of Arabic language books. In 2004, BYU signed a local vendor from Dewey to the Library Congress classification with about 450 Arabic books remaining library libraries. The study of this case shows how to select outsourcing of the cataloging process by foreign language items. Lamb reported that an example of selective outsourcing is the decision of BYU to outsource a limited set of Arabic books for full cataloging and divestiture. Manufacturing is often necessary for English language content, either for long - term economic (this language specialization is not available at home) or for specific, limited projects.

**Gupta & Sharma (2012)** conducted research on "Delhi Science and engineering Library Outsourcing Evidence." The purpose of this study is to examine the outsourcing position and future trend in Delhi's science and technology libraries. The author carried out a survey of 40 Delhi, India science and technology libraries. They found that most libraries are outsourced to professional activities and services that are self - propelled and non - professional. In the future, the library has continued to use outsourcing and wishes to expand, in particular digitization, RFID tagging and maintenance.

**Sharma & Gupta (2012)** conducted a study on "Outsourcing of human resources in Northern India's science and technology libraries." This study aims to use the attitude of library staff to outsource human resources (HR) and Delhi and Chandigarh, India's science and technology libraries. Authors conducted a survey in 25 Delhi and Chandigarh, India science and technology libraries. For many years, most libraries have been using selective outsourcing, which has had a positive impact on these activity and service libraries. The study advocated outsourcing the library's professional staff as it reduced their workload and changed their skills and professional skills.

**Gröh, Gewald&Stuska (2012)** conducted a study on ' Next Generation Outsourcing a Research Agenda Guided by Practice ' has been carried out. The study's goal was to learn about the situation of the practice of outsourcing management and what are the new themes. Research outsourcing has attracted a great deal of attention over the past 20 years, producing several academic outputs. Research on large - scale information systems (IS) has studied the risks and benefits of outsourcing. The author uses a positivist - exploratory approach to achieve a new research agenda. Through an expert interview, we identified four topics that are of high relevance to researchers: (1) multi - seller outsourcing and sourcing networks, (2) cloud computing and its implications for outsourcing, (3) risk management) outsourcing of risk management, and (4) ways to bridge the shoring gap. The authors ' goal is to promote discussion on outsourcing of the next generation.

**Bosch, Sugnet, Tucker & Corbett (2011)** explained clearly in this study that the seller is a generic term used to refer to a third party other than a publisher selling materials and supporting services specific to libraries. Recently, for ordering e - books, some of the largest e - book sellers have partnered with print book providers, where the e - book can be ordered in the traditional bookseller's ordering system. Many vendors are now offering a suite of e - journal tools for e - resource management, including link resolution, searchable alphabetical title lists (AZ lists), collection analysis tools, and MARC record services. Continuous benefits of library seller mediation include the ability to streamline workflows, lack of paper processes, and the ability to redeem the information vendors collected and modified, whether it is easy to order new content or manage the library's electronic content links. The effect of the change worked to reinforce the requirement of the remaining library vendors, in particular to facilitate the acquisition of new methods of acquisition and management of electronic processing.

**Romero (2011)** conducted a study on "Outsourcing in libraries and documentation centers as a change management tool." The purpose of this study is to understand the importance of outsourcing as a tool to look beyond the fiscal and economic advantages and to seek to improve organizational mobility and even to make new professionals and the possibilities offered by the use of such services.

**Dabir& Ness (2011)** executed a study on "Risks Outsourcing Information Technology." This study aims to summarize the many strategies for analyzing and offering to reduce the potential

risks of the growing number of variety outsourcing operations information technology (IT) in offshore business suppliers. The benefits of IT outsourcing (ITO) were analyzed in this study, followed by the risks of various ITO categories. The author has addressed several basic strategies for overcoming ITO risks, such as ensuring proper explanation of key service level components, vendor staff, and data security outsourcing. Other strategies include using a conceptual framework as well as using IT audits and relying on multiple providers and outsourcing of open source systems. The author has expanded the use of IT audit in future research ideas and included the traditional one - supplier outsourcing option.

**Han, Kauffman &Nault (2011)** studied to extend existing IT productivity research by assessing IT outsourcing expenditure contributions. The study's objective is to estimate the value of IT outsourcing using recent data from the U.S. industry as a means to provide insight into decision-making in IT spending. The study result indicates that IT outsourcing contributions to output and productivity have been positive and economically meaningful. They found that IT outsourcing adds significantly higher value to the economy compared to outsourcing in other areas and predicting a substantial increase in IT outsourcing.

**Ugah (2010)** conducted research on "Successful Resource Management Outsourcing in University Libraries of Nigeria." Nigeria faced the global economic problem in late 2008 and early 2009 due to the fall in crude oil prices. As a result, publicly funded universities in Nigeria had to reduce the government's resources. Universities ' poor resources also influenced college libraries. Outsourcing of some services, considered an option in cost reduction efforts, improving overall efficiency and meeting growing accountability demands. Outsourcing library is a moot point for employees that have a redundancy effect. Outsourcing can be a practical and sensible solution for some aspects in finding out that people with outsourced services usually feel positive, cost savings, low employee redundancy and increased user satisfaction benefits. Librarian supply chain libraries for traditional full - time jobs can be a good career option.

**Ifijeh (2010)** studied to examine the intervention strategies in the university libraries, along with the causes and effects of the information explosion. This study also examines the impact on library users of information explosion such as damaged health, poor judgment, and information concerns. Information explosion has also become a challenge for university libraries to acquire,

catalog and classify and reference services. The author suggested using subject specialization, library cooperation, outsourcing and ICT to the librarian.

**Plugge & Janssen (2009)** evaluated the study of empirical case studies to determine the extent to which an outsourcing provider is suitable for customer events during an outsourcing arrangement. Because service providers for customer and IT outsourcing are facing regular changes in their business and IT environments. The purpose of this study is to understand service providers' capabilities in the customization system and outsourcing system requirements. Studies of this case show that service providers' level of optimization capacity affects their procurement capabilities, leading to improved service providers and competitive advantage for customers.

**Sato & Ittumura (2009)** surveyed the situation of outsourcing academic libraries varies with areas and rural libraries do not have sufficient outsourcing personnel. They hypothesized, therefore, that there was some relationship between outsourcing academic libraries and library and information education status. The aim of this research was to reveal one of the outsourcing criteria for academic libraries and the effect of over-production of qualified graduates. To find out which services were outsourced in academic libraries, the authors sent a questionnaire and received 358 responses to the 704 academic libraries. They regionally calculated the survey results and compared them with certain indicators. The results show a link between the outsourcing position in academic libraries and the library and information education position.

**Weigelt (2009)** studied the contribution to capability building and technology procurement. First, the company is likely to create integrated capabilities for the outsourced resource by identifying the gap between access to a technology and successive technology - related capabilities. It study commemorates an emerging stream of research in doing so. Second, this study supports new insights into how outsourcing adopts a new customer of technology and thus a company's ability to take advantage of a new technology on the market. Under the circumstances in which outsourcing performance is improved or reduced by technology, it is a central issue for both managers and strategy researchers, and the answer may depend on the source of valuable capabilities.

**Eberle and Bieg (2009)** performed a case study on "Business services Outsourcing." This case study presented the redevelopment of the strategy of a Corporate Information Center, in which special attention was given to the aspect of outsourcing services, as this is the only way to realize a new business model without increasing resources. The library was closed at the end of 2006 and started for external purchases at the beginning of the list in 2007. A solution was developed in partnership with an external service, a "library portal for." All the necessary administrative functions are offered by the "Library Gate." This case study shows how, and for what purpose, the competencies of the information industry can be used in - line information center. Even with limited resources, outsourcing enables and therefore turns the strategy to solve efficient use of redevelopment.

**Bansode & Desale (2009)** performed a case study on "University of Pune Library implementation of RFID technology." The purpose of this case study is to describe the implementation in the Pune University Library of radio frequency identification (RFID) system. The study provides insights into other academic libraries that would like to implement the RFID system. This background of the study project, a brief explanation of the changes experienced after the obstacles faced and the technology offerings implemented. They found that at an early stage and software they were experiencing problems with the lack of available technology experts in the library for library RFID systems. The library later implemented some solutions and tried to reduce problems, and now the library has proved a blessing.

**Lacity, Khan & Willcocks (2009)** have reviewed IT outsourcing (ITO) research studies and provided substantial evidence that the researchers addressed relevant and important knowledge to physicians for academics. The author reviewed 191 IT outsourcing articles and thereby gained insight into six major ITO subjects relevant to physicians. Focusing on best practices and customer and supplier capabilities developed since the mid-1990s and detected by the end of the 2000 decade, while the study showed a perennial and challenging relationship management issue in nearly 20 years. They suggested that the executives should win an important learning curve and successfully build important domestic capabilities to use outsourcing opportunities successfully. They must accept that management of outsourcing is not about leaving, but about managing it differently.

**Vasishta (2008)** studied development, information collection, storage and dissemination issues in engineering and technology technical literature. The author said the library's modernization concept is useful in overcoming these issues and providing better and more efficient information services. The study's objective is to evaluate the impact of modernization on environment, collection development, paid services and human resources in North India's six technically considered university libraries. From the survey findings, it is known that most libraries are from traditional to modern libraries, although these libraries have begun the process of service modernization.

**Dečman, (2007)** conducted a study on "Long - term Digital Archiving - Outsourcing or Doing it." During the last decade, major employees and the political elite did not ask themselves how to store this data as evidence of e - government pass actions. The subject of this study is how to solve this issue, considering the outsourcing by foreign contractors or the government itself of the service of long-term digital collections. The study focuses on "outsourced or not" dilemmas, "parts or full service" organizational, technical and financial aspects, how to do it, etc. The factors of the decision were analyzed and the conclusions were based on the theory and the results of the research from different survey projects. A reasonable amount of time exists for outsourcing long-term electronic protection service and related sub-services in the second part of the study. Result shows that in comparison with the private sector, the highest among municipalities participating in the survey, public interest is higher.

**Bhatt, Shroff1, Anantaram & Misra (2006)** carried out a study on "Influencing model for software outsourced maintenance factors" .The rapid development of the Internet has encouraged a growing number of organizations around the world to deploy work globally, and they are now in a better position to outsource their IT work to specialist vendors. The authors present the results of an empirical study carried out to study such factors and study their effect on maintenance efforts in this study. These factors were classified into four categories by the authors, namely system baseline, maintenance team, customer attitude, and organizational climate. Outsourcing began in the form of cost reduction programs; corporations are now considering regularly outsourcing to a third - party specialist to improve operational performance. Today, almost all companies are dependent on the software system in every business area. These systems have to be optimized, maintained and updated regularly.

Outsourcing is the potential candidate for more and more software systems to be maintained. Their study clearly highlights the fact that the software maintenance is associated with too much percent of outsourced work.

**Blecic, Hollander & Lanier (1999)** conducted a survey on collection development trends, including their impact on the approval plan and the use of blanket order, and the use of outsourcing in the U.S. and Canada academic health sciences libraries over the past four years. The study aims to discuss the potential impact of current trends in collection development and outsourcing practices in American and Canadian academic health science libraries. Expenditure on resources, changes in approval plans, local borrowing needs and types of outsourcing used are included in the survey. Author surveyed one hundred and fifty-two libraries. As a consequence, the use of the approval plan is curtailed in many libraries of academic health sciences. With regard to outsourcing, some libraries reported outsourcing of cataloging and book shelf preparation. The most frequently given reason for outsourcing was because it led to cost savings. As expected, both collection development and outsourcing are driven by economic factors.

**Libby and Caudle (1997)** conducted a survey on indexation outsourcing in academic libraries was conducted to determine the extent of outsourcing in academic libraries and to determine the overall success of these projects. Survey equipment contains questions about factors that can affect outsourced decision, due to the reasons for the library for outsourcing, outsourcing, and how the vendors were selected. Libraries were also asked to evaluate the success of outsourcing projects. The results show that there is not a strong trend in outsourcing academic libraries of listing, but the outsourced libraries generally were happy with the results. The results show that the outsourcing of academic listing libraries is not a strong trend, but the outsourced libraries were generally happy with the results. The size of the collection is also correlated with the new titles listed annually and the outsourced decision.

**Miles (1996)** studied how Baker and McKenzie's Chicago Law Office dismissed on 31 March 1995 the entire staff of three professionals, seven para - professionals and 25 additional staff. The reason for this was to make the library in the electronic age more universal. Outsourcing in academic libraries is not a new phenomenon. In the catalog department, there is more possibility of outsourcing, because it retrieves resources. Vendors have a well - developed infrastructure

that offers contract - based cataloging. Some of its functions are outsourced by the private law library, but not by its reference desk. This study discusses outsourced literature and provides private law firms with outsourcing surveys.

**Levina (1996)** presented vendor efficacy factors in IT application maintenance outsourcing, based on case study. Case study focuses on understanding which management practices enable sellers to achieve both own and their customer's goals. A brief overview of the data from the CAS study gives an explanation of the seller's success. This study helps identify competent IT vendor development practices.

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## CHAPTER- 3

### A Brief Profile of Selected Libraries of Lucknow

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#### 3.1 University of Lucknow

##### 3.1.1 Introduction

Lucknow University (LU) is an Indian research university based in Lucknow, which is owned by the government. LU's old campus is located in Badshah Bagh, the University Road area of the city with a new Jankipuram campus. LU was founded in 1867 and is one of India's oldest government-owned higher education institutions.

It is affiliated with the University Grants Commission; Commonwealth Universities Association (ACU); Indian Universities Association (AIU); Council for Distance Education (DEC). The National Assessment and Accreditation Council (NAAC); National Council for Teacher Education (NCTE); Bar Council of India (BCI) are other accreditations. In 1921, it was affiliated with UGC.

##### 3.1.2 Historical Background

Raja Sir Mohammad Ali Mohammad Khan, Khan Bahadur, K.C.I.E. of Mahmudabad, who contributed an article to the columns of "The Pioneer," urging the foundation of a university in Lucknow, initiated the idea of starting a university in Lucknow. A little later, Sir Harcourt Butler, K.C.S.I., K.C.I.E., was appointed Lieutenant Governor of the United Provinces, and his well - known interest in all matters within his jurisdiction, especially in educational matters, gave the proposal fresh life and vigor. The first step towards the creation of the University was taken when a General Committee of educators and persons interested in university education, appointed for this purpose, met on November 10, 1919 at the Government House in Lucknow. The proposed scheme for the new university was outlined at this meeting by Sir Harcourt Butler, who was in the chair Mr. C.F. during April 1920 month.

On 12 August 1920, De la Fosse, then Director of Public Instruction, United Provinces, drafted a draft law establishing Lucknow University. It was then referred to the Select Committee, which proposed a number of amendments, the most important of which was to liberalize the constitution of the University's various bodies and to include the Faculty of Commerce in an amended form adopted by the Council on 8 October 1920. Lucknow's University Act, No. The Lieutenant–Governor received his consent on November 1, 1920, and the Governor–General received his consent on November 25, 1920.

On July 17, 1921, the University began to teach both formally and informally. Teaching at the Faculties of Arts, Science, Commerce and Law took place at Canning College and teaching at the Faculty of Medicine at King George's Medical College and Hospital. On 1 July 1922, the Canning College was transferred to the University, although the buildings, equipment, personnel, etc. belonging to the Canning College had been placed at the University's disposal for teaching and residence purposes. The government transferred to the University on March 1, 1921, the King George's Medical College and King George's Hospital.

The following three Colleges provided the nucleus for the establishment of the University:

- The King George's Medical College. (Now Known as King George's Medical University)
- The Canning College.
- The Isabella Thoburn College

### **3.1.3 Tagore Library**

The Tagore Library is the Central Research Library of the University of Lucknow. It is here that the academic fraternity, both the preceptor and his pupils, can find intellectual food. It is considered one of the oldest, richest and well-organized libraries in India. With the advent of information technology, this library also changes its traditional format.

### **3.1.4 About the Library**

For any progressive university, maintaining a good library is a *sin qua non*, so the then Canning College Library was converted into the Central Library of the University and the Tagore Library, the Central Library of the University of Lucknow, was established at the end of 1920 with the establishment of the Lucknow University.

The Tagore Library was originally located in the old Bennet Hall and rooms between the verandha on the south-west side of the Canning College's main building (now the main building of the Faculty of Arts). In 1924, the library building was added to a separate reading room.

Maintaining a good library is a *sin qua non* for any progressive university, so the then Canning College Library was transformed into the University's Central Library and the Tagore Library, Lucknow University's Central Library, was established in late 1920 with the establishment of Lucknow University. The Tagore Library was originally located in the old Bennet Hall and rooms on the south-west side of the main building of the Canning College (now the Faculty of Arts ' main building) between the verandha. In 1924, a separate reading room was added to the library building.

On April 2, 1941, the new library building (the current library building) was opened by Chancellor-Governor Sir M. Hallet. During the inauguration of the new building, Sir M. Hallet mentioned the great importance of a library in both modern university life and national life. The current library building was later extended and the extended portion was inaugurated on 9 March 1972 during the Golden Jubilee Function of the University by the then President of India Sri V.V. Giri.

### 3.1.5 Collection of the Library

The Tagore Library houses not only books, but also has a good collection of rare manuscripts, paintings, art objects, ancient coins, theses and research journals.

S.N.	Items	Number
1	Books	5,53,864
2	Thesis	10,000
3	Bound Journals	50,000
4	Manuscripts	2,000
5	On-Line Electronic journals & data bases available through Inflibnet Ahmedabad	10,000+

### 3.1.6 Sections of Library

S.N.	Name
1	Acquisition section

2	English & Modern European Language Processing section
3	Hindi and Sanskrit Processing section
4	Urdu and Oriental Processing section
5	Circulation section
6	Bonnerjee Library
7	Periodical section
8	Documentation section
9	Reference section
10	Reading Hall
11	Manuscripts section
12	Arts Gallery
13	Computer Nodes room
14	Air – Conditioning & Electrical section
15	Bindery
16	Office
17	Photostat section
18	Air Conditioned Auditorium with 100 seating capacity

### 3.1.7 Service Offered

These following services providing by Lucknow University Libraries:

S.N.	NAME
1	Book Borrowing facility
2	Reading facility
3	Reference service
4	Research facility
5	Bonerjee library facility
6	Online e-journals browsing and e-mail facility
7	Photostat facility

### 3.1.8 Access to Electronic Journals and Databases

U.G.C.-Infonet E Journals-consortium has been providing access to scientific electronic journals and databases to Lucknow University since 2004. More than 10,000 full-text electronic

journals and databases are available directly to the research community at Lucknow University through the publisher's website inflibnet ([www.inflibnet.ac.in](http://www.inflibnet.ac.in)) or websites.

## **3.2 Dr. Ram Manohar Lohiya National Law University**

### **3.2.1 Introduction**

Dr. Ram Manohar Lohiya National Law Institute (RMLNLU), formerly Dr. Ram Manohar Lohiya National Law Institute, is located in Lucknow, Uttar Pradesh, India. Founded in 2005, Dr. RMLNLU has since provided legal education to undergraduate and postgraduate students. The University is a fully-funded state government. The university is located in Lucknow City's south-western part and has 40 acres of extensive campus in the LDA's Kanpur Road Scheme. The campus is a complete city with 1500 students and over 100 teaching and non-teaching staff accommodation. The National Law Institute Dr. Ram Manohar Lohiya (RMLNLU), formerly the National Law Institute Dr. Ram Manohar Lohiya, is located in Lucknow, Uttar Pradesh, India. Since then, Dr. RMLNLU was founded in 2005 and has provided legal training to undergraduate and postgraduate students. The university is a government of the state that is fully funded. Located in the south-western part of Lucknow City, the university has 40 acres of extensive campus in the Kanpur Road Scheme of the LDA. The campus is a complete city with more than 1500 students and more than 100 accommodations for teachers and non-teachers.

### **3.2.2 Historical Background**

Dr. Ram Manohar Lohiya National Law University has been established by the Govt. Act. In 2005, Uttar Pradesh, U.P. Act No.28 of 2005, which entered into force on January 4, 2006, aimed to address new legal challenges and reinforce the vision of the first national law school in the country. Originally incorporated as "Dr. Ram Manohar Lohiya National Law Institute, Uttar Pradesh" word "Institute" was later substituted by "University" with a November 2006 amendment to the Act. This was done to give the Institute an overall national character in line with the country's other leading national law universities.

### 3.2.3 About the Library

"Madhu Limaye Library" is known to support students, researchers and faculty for its high-quality and valuable collections of legal and related subjects. It was named after Sh. Limaye Ji Madhu, a well-known socialist leader. The state-of-the-art library is the fully automated smart library system. The learning environment and the combination of core printing resources with electronic research make it a library of world-class law. The library is an independent two-story building with Wi-Fi, centrally air-conditioned. National and international electronic learning resources can be accessed 24x7 through a remote access service from any part of the university and even outside the campus. In order to facilitate these students, the laboratory for people with different abilities was also set up in the library. In order to support research and academic research, the plagiarism control service is centrally available in the library. The library offers advanced video conferencing throughout the world for online lectures and academic communication. Web 2.0 enabled the library's Web-OPAC is the gateway for information searching and accessing millions of information content.

### 3.2.4 Library Collection

Library Statistic		Online Databases	Online E-books
Books	26330	<a href="#">AIR Online Database</a>	<a href="#">e-Books (A to Z)</a>
Back Volume of Journals	6859	<a href="#">EPW Online</a>	<a href="#">Cambridge Online</a>
Journals	120	<a href="#">Hein Online</a>	<a href="#">LexisIndia</a>
Online Database	12	<a href="#">International Taxation</a>	<a href="#">Oxford Scholarship</a>
E-books	549	<a href="#">JSTOR</a>	<a href="#">Other Resources</a>
CD-ROM Database	1	<a href="#">Kluwer Arbitration</a>	<a href="#">National Digital Library</a>
CD-ROMs	255	<a href="#">LexisNexis Academic Universe</a>	<a href="#">e-PG Pathshala</a>
Magazines	17	<a href="#">Manupatra Online</a>	<a href="#">ShodhgangaeETD</a>
Newspapers	13	<a href="#">SCC Online</a>	<a href="#">VIDWAN</a>
Thesis	12	<a href="#">Taxmann Online</a>	<a href="#">Open Access Resources</a>
Dissertations	196	<a href="#">WestLaw India</a>	

### **3.3 Dr. Shakuntala Misra National Rehabilitation University**

#### **3.3.1 Introduction**

Dr. Shakuntala Misra National Rehabilitation University established by Divyangjan Sashaktikaran Vibhag Uttar Pradesh, Uttar Pradesh Government issued an Order dated 29 August 2008, which was later replaced by U.P. Act No. 1, 2009, 19 February 2009 and U.P. Act No. 24 of 2011 of 28 November 2011.

#### **3.3.2 Historical Background**

Dr. Shakuntala Misra National Rehabilitation University established by the Government of Uttar Pradesh came up by an Ordinance dated August 29, 2008, later replaced by U.P. Act No. 1 of 2009, dated February 19, 2009 and U.P. Act No. 24 of 2011, dated November 28, 2011.

Dr. Shakuntala Misra National Rehabilitation University (abbreviated DSMNRU) is a state university located in Lucknow, Uttar Pradesh, India. The first university of its kind, which also provides accessible and quality higher education to challenged students, in a completely barrier-free environment. The university's mandate is primarily to serve the differently-abled segment (challenged students) of the society for which a horizontal reservation of 50% seats in all courses has been provided, in addition to the normal reservation policy. The university proactively brings together under one umbrella-the academia and social responsibility. The potent synergies of this blending open up huge possibilities for translating ideas into action, taking science to soil, and lab to land.

#### **3.3.3 About the Library**

Library is equipped with 64 KBPS RF connection and connected to 2 MBPS line from BSNL internet proxy server, web domain, CD-NET server and Library Automation server. Library is connected to a university-wide network that has multi-node fiber optic back bone. The Library has reasonable internet terminals, e-mail and access to the database for users.

More than 4000 reference books with National and International Journals have been included in the field of Hearing Impairment, Mental Retardation and Visual Impairment. The majority of the journals and books are easily accessible by the challenged students of the University. The full text of the journals and books are integrated to single interface and bibliographical database for easy access to the users on any topic of interest for academic,

research and rehabilitation. Access to International database is available through MEDLINE and Internet. The library has GUI based management software with unique collection of books, compact discs and audio-visual material in the form of audio-cassettes and slides related to speech, hearing and allied fields. Free browsing facility is available for all staff and students.

JAWS (Job Access with Speech) Software has been installed in the Library for Visually Challenged students.

In future, the University proposes to install various disabled-friendly software's like Optacon, Kurzweil, Duxberry Translator, Magic, JAWS-11, Strip Magnifier, and CAI packages like Mathematics for educable mentally retarded, Fun with Numbers, Make Communication Easy, Trace & Play. We also intend to subscribe to the International Journals like Asia Pacific Journal of Disability, British Journal of Special Education, Asia Disability Status, World Forum on Disability, etc, with Indian Journals like Disability & Impairment, Journal of Rehabilitation Council of India, Indian Educational Review and Journal of Indian Education.

## **3.4 Khwaja Moinuddin Chisti Urdu, Arabi - Farsi University**

### **3.4.1 Introduction**

The 'Uttar Pradesh Urdu, Arabi–Farsi University' was set up on 1 October 2009 under the 2010 U.P State Universities Act (Notification No. 294/79-V-1–10–1 (Ka)-5–2010 of 5 March 2010). On April 4, 2011, it was renamed 'Shri Kanshiramji Urdu, Arabi-University of Farsi. The university was baptized 'Khwaja Moinuddin Chisti Urdu, Arabi-University of Farsi in 2012 under U.P. State Universities (Amendment), Law 2012 (Notice of 16 August 2012 No 597/79-V-1-12-2(Ka)-6). Dr. Anis Ansari, IAS (Retd), was appointed Founder Vice Chancellor on 23 April 2010.

### **3.4.2 Historical Background**

The university has been named after Sufi Saint Khwaja Moinuddin Chishti from Ajmer, known all over the world for his kindness and magnanimity. Khwaja Moinuddin was born in 1141 CE in Chishti, Herat, Afghanistan. Also known as 'Gharib Nawaaz' and 'poor benefactor,' he is the most famous saint of Sufism's Chishti order in the Indian subcontinent. Khwaja Moinuddin Chishti headed to Delhi, a city of disharmony at the time, after a short stay in Lahore.

Khwaja Moinuddin Chishti began delivering his sermons in his characteristic soft-spoken attitude. Millions of Hindus and Muslims have been inspired by his kindness to move to the path of truth and unity and forbearance. The great Wali was revered and loved by followers of all religions, a trend that was to be Indian Sufism's hallmark.

Then Khwaja Moinuddin Chishti left Delhi and went to the remote city of Ajmer, where he lived with Raj Prithviraj, one of the most powerful princes in North India. The Sufi Saint not only shaped people's character through his humble approach and modest existence, but also led them to more prosperous ways of living, cultivating in them humanity's qualities and truth. Followers of all religions emulated his dictum "Sulh-I-Kul" (peace with everyone) and symbolized it. Thus was brought to him the message of universal love and peace. He fulfilled the goals of bringing the various castes, communities and races together, raising humanity from the swamp of materialistic concerns that today lead humanity to destruction.

In this context, it was most appropriate for Lucknow, famous for its "Ganga - Jamunitehzeeb" (culture), to be chosen as the location for a university named after the great Khwaja Moinuddin Chishti, the paragon of Hindu - Muslim unity.

### **3.4.3 About the Library**

There is a rich collection of 11,000 books on different topics in the library. Of these, 2339 rare titles were published by Munshi Naval Kishore Press, the 1500 books by Late's wife. The University has been presented by the Ministry of Endowment and Islamic Affairs and the Qatar Center for Islamic Culture with Mr. Ramesh Chandra IAS (Retd.), 1200 books by Mr. Mohsin Khan of the Urdu Academy, 200 books by Dr. Anis Ansari IAS (Retd.), 74 books and 500 copies of the Holy Quran.

## **References**

University of Lucknow(2019). Retrieved from [www.lkouniv.ac.in](http://www.lkouniv.ac.in) accessed on 23/03/2019.

Dr. Ram Manohar Lohiya National Law University (2019). Retrieved from [www.rmlnlul.ac.in](http://www.rmlnlul.ac.in) accessed on 28/3/2019.

Dr.ShakuntalaMisra National Rehabilitation University (2019).Retrieved from [www.dsmru.up.nic.in](http://www.dsmru.up.nic.in) accessed on 08/04/2019.

KhwajaMoinuddinChistiUrdu,Arabi- Farsi University (2019). Retrieved from [www.uafulucknow.ac.in](http://www.uafulucknow.ac.in) accessed on 12/04/2019.

## CHAPTER-4

### Analysis and Interpretation of Data

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This research work is an attempt to analyze the impact of outsourcing library activities and services in State University libraries in Lucknow. This chapter is dedicated to presenting analyzed data through interpretation-based tables and graphs. The analysis presented in the following sections is based on the response / feedback provided to the questionnaires for this purpose by the librarians and library staff. The sample data was integrated and analyzed in various parts to achieve more meaningful and realistic results.

#### Section -A

This section of the study was shown the responses of respondent and data analysis of selected libraries of State University (L.U., R.M.L.N.L.U., S.M.N.R.U., K.M.C.U.A.F.U.) of Uttar Pradesh which have supported and respond to completion of this study.

#### Data Analysis and Interpretation of Librarian's responses

**Table 4.1 Status of responses through distributed and received responses of librarian**

S. No.	Selected libraries of State University	Questionnaire distributed	Responses	Total responses in Percentage (%)
1	L.U.	1	1	100%
2	R.M.L.N.L.U.	1	1	100%
3	S.M.N.R.U.	1	1	100%
4	K.M.C.U.A.F.U.	1	1	100%
	<b>Total</b>	<b>4</b>	<b>4</b>	<b>100%</b>

**Figure 4.1 Responses received from librarian**

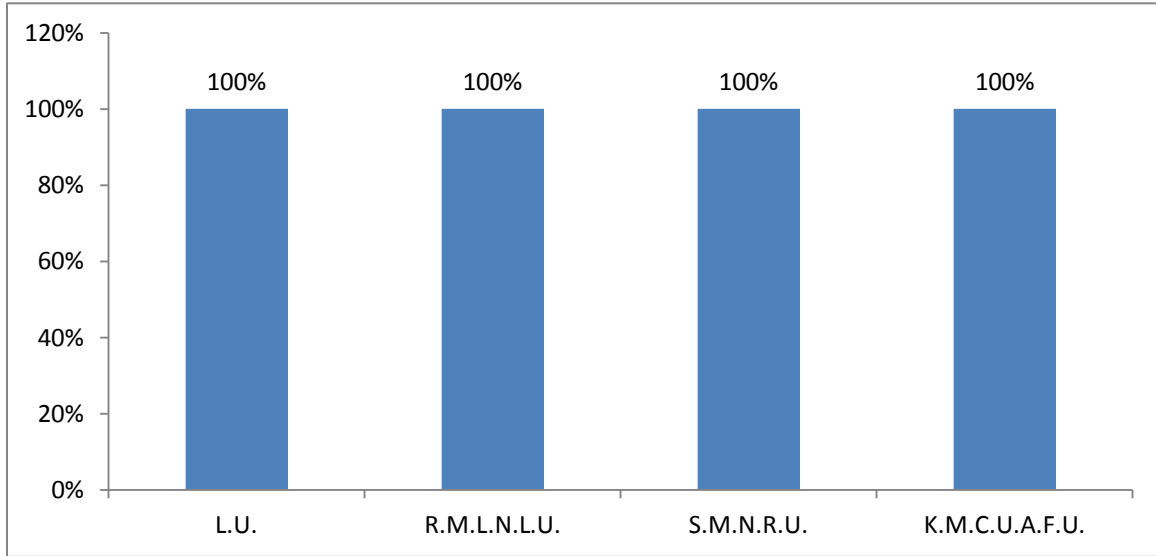


Table 4.1 and Figure 4.1 presented that questionnaire for librarian have been distributed among the four selected state university libraries namely University of Lucknow (LU), Dr. Ram Manohar Lohiya National Law University (R.M.L.N.L.U.), Dr. Shakuntala Misra National Rehabilitation University (S.M.N.R.U.), Khawaja Moinuddin Chisti Urdu, Arabi-Farsi University (K.M.C.U.A.F.U.) and all 4(100%) responses have been received.

**Table 4.2 Strength of Library Professional Staff**

**P= Permanent, T= Temporary**

Professional Staff	L.U.		R.M.L.N.L.U		S.M.N.R.U.		K.M.C.U.A.F.U.		Total	
	P	T	P	T	P	T	P	T	P	T
Librarian	1 (3.84%)								1 (3.44%)	
Deputy Librarian	1 (3.84%)		1 (33.33%)						2 (6.89%)	
Assistant Librarian	1 (3.84%)								1 (3.44%)	
Professional Assistant	1 (3.84%)		2 (66.66%)	4 (40%)					3 (10.34%)	4 (30.76%)
Research Assistant										
Library Assistant	1 (3.84%)							1 (33.33%)	1 (3.44%)	1 (7.69%)
Library Attendant	18 (69%)			6 (60%)				1 (33.33%)	18 (62%)	7 (53.84%)
Information Scientist										
Any other	3 (11.53%)							1 (33.33%)	3 (10.34%)	1 (7.69%)
<b>TOTAL</b>	<b>26</b> <b>(66.66%)</b>		<b>3</b> <b>(7%)</b>	<b>10</b> <b>(25%)</b>				<b>3</b> <b>(7%)</b>	<b>29</b> <b>(69%)</b>	<b>13</b> <b>(30.95%)</b>

Table 4.2 shows the strength of Library Professional staffs we know a properly qualified and competent librarian is indispensable for a library to run in a smooth, efficient and scientific manner, the result found that out of four university libraries only 3.44% libraries having librarian.

In LU 66.66% permanent staff, followed by RMLNLU 7% permanent and 25% temporary staff, in KMCUAFU 7% temporary staff but in SMNRU there is no Professional staff, which shows that government has least interested in appointing the permanent library professional staff.

**Figure 4.2 Universities wise distribution of Professional Staff**

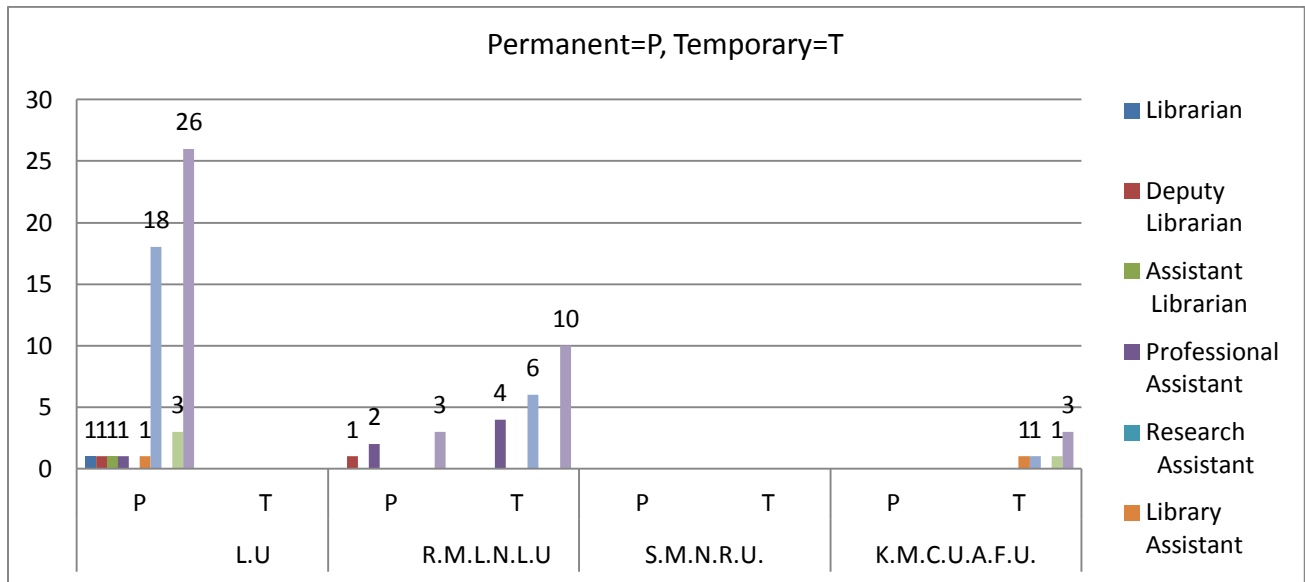


Figure 4.2 presented the Universities wise distribution of Professional Staff it is analyzed that in L.U. 1(3.84%) permanent staff working as librarian, followed by 1(3.84%) deputy librarian, 1(3.84%) assistant librarian, 1(3.84%) professional assistant, 1(3.84%) library assistant, 18(69%) are working as library attendant and 3(11.53%) are other staff, but there is no research assistant and information scientist.

In R.M.L.N.L.U. post of the librarian is vacant. 1(33.33%) deputy librarian is permanent, there is no assistant librarian. 2(66.66%) professional assistant are working as permanent and 4(40%) temporary. Among the posts of research assistant, library assistant, library attendant, and information scientist are vacant and 6(60%) library attendant are temporary bases.

In S.M.N.R.U. there is no library professional staff i.e. librarian, deputy librarian, assistant librarian, professional assistant, research assistant, library assistant, library attendant and information scientist etc.

In K.M.C.U.A.F.U. there is no staff on the post of librarian, deputy librarian assistant librarian, professional assistant, and research assistant. 1(33.33%) library assistant is working on temporary bases, followed by 1(33.33%) library attendant and 1(33.33%) is other staff.

**Table 4.3 Strength of IT Professional Staff**

IT Professional Staff	L.U		R.M.L.N.L.U		S.M.N.R.U.		K.M.C.U.A.F.U.		Total	
	P	T	P	T	P	T	P	T	P	T
Software Developer	-	-	-	-	-	-	-	-	-	-
System Analyst	-	-	-	-	1	-	-	-	1	-
Network Analyst	-	-	-	-	-	-	-	-	-	-
Data Entry Operator	1	-	-	-	-	1	-	1	1	2
Programmer	-	-	-	-	-	1	-	1	-	2
Website Designer	-	-	-	-	-	1	-	-	-	1
Any other	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>3</b>	<b>-</b>	<b>2</b>	<b>2</b> <b>(28.57%)</b>	<b>5</b> <b>(71.42%)</b>

In IT era every library is changing into digital/electronic form which needs qualified IT professionals table 4.3 shows the strength of IT professionals, it is found there is lack of IT professional, only 28.57% permanent and 71.42% temporary staff.

**Figure 4.3 Universities wise distribution of IT professional staff**

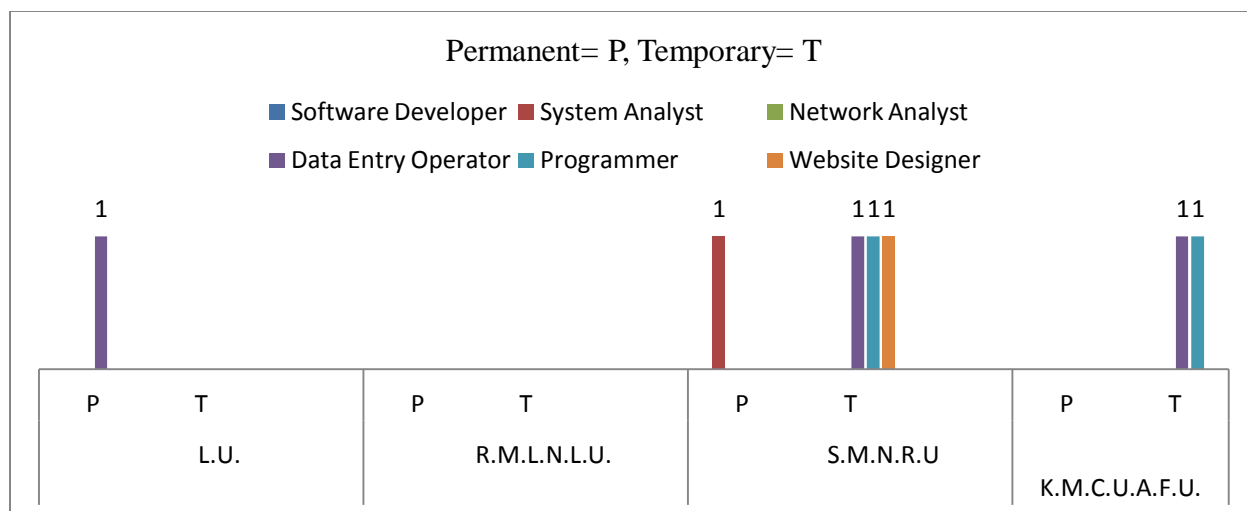


Figure 4.3 reveals the universities wise distribution of IT professional staff and it is found that in L.U. only 1 permanent IT professional staff is working as data entry operator, the post of software developer, system analyst, network analyst, programmer, website designer are vacant.

In R.M.L.N.L.U. there is no IT professional staff i.e. software developer, system analyst, network analyst, data entry operator, programmer, website designer etc.

In S.M.N.R.U. 1 permanent IT professional staff is working as system analyst, 1 data entry operator, 1 programmer, 1 website designer are temporary but the post of software developer and network analyst are vacant.

In K.M.C.U.A.F.U. there is only 2 IT professional staff on temporary based 1 as data entry operator and another 1 as programmer, the post of software developer, system analyst, network analyst and website designer etc. are vacant.

**Table 4.4 Strength of House- Keeping Staff**

House -keeping Staff	L.U		R.M.L.N.L.U		S.M.N.R.U.		K.M.C.U.A.F.U.		Total	
	P	T	P	T	P	T	P	T	P	T
Acquisition staff			2 (14.28%)	4 (14.28%)					2 (11.76%)	4 (11.11%)
Cataloger	1 (33.33%)		2 (14.28%)	4 (14.28%)				1 (25%)	3 (17.64%)	5 (13.88%)
Classifier			2 (14.28%)	4 (14.28%)					2 (11.76%)	4 (11.11%)
Circulation Desk Staff			2 (14.28%)	4 (14.28%)		1 (25%)		1 (25%)	2 (11.76%)	6 (16.66%)
Authority Control						1 (25%)		1 (25%)		2 (5.55%)
Reference	1 (33.33%)		2 (14.28%)	4 (14.28%)		1 (25%)			3 (17.64%)	5 (13.88%)
Serial Control			2 (14.28%)	4 (14.28%)					2 (11.76%)	4 (11.11%)
Translation										
Maintenance Staff			2 (14.28%)	4 (14.28%)		1 (25%)		1 (25%)	2 (11.76%)	6 (16.66%)
Any other	1 (33.33%)								1 (5.88%)	
Total	3 (5.66%)		14 (26.41%)	28 (52.83%)		4 (7.54%)		4 (7.54%)	17 (32%)	36 (67.92%)

In daily routine work of library house-keeping staff plays an important role Table 4.4 shows Strength of House- Keeping Staff that R.M.L.N.L.U. is having maximum permanent house -keeping staff with 26.41% and 52.83% temporary staff, S.M.N.R.U. and K.M.C.U.A.F.U. outsource with 7.54% of its house-keeping staff and LU has least 5.66% permanent staff.

**Figure 4.4 Universities wise distribution of house-keeping staff**

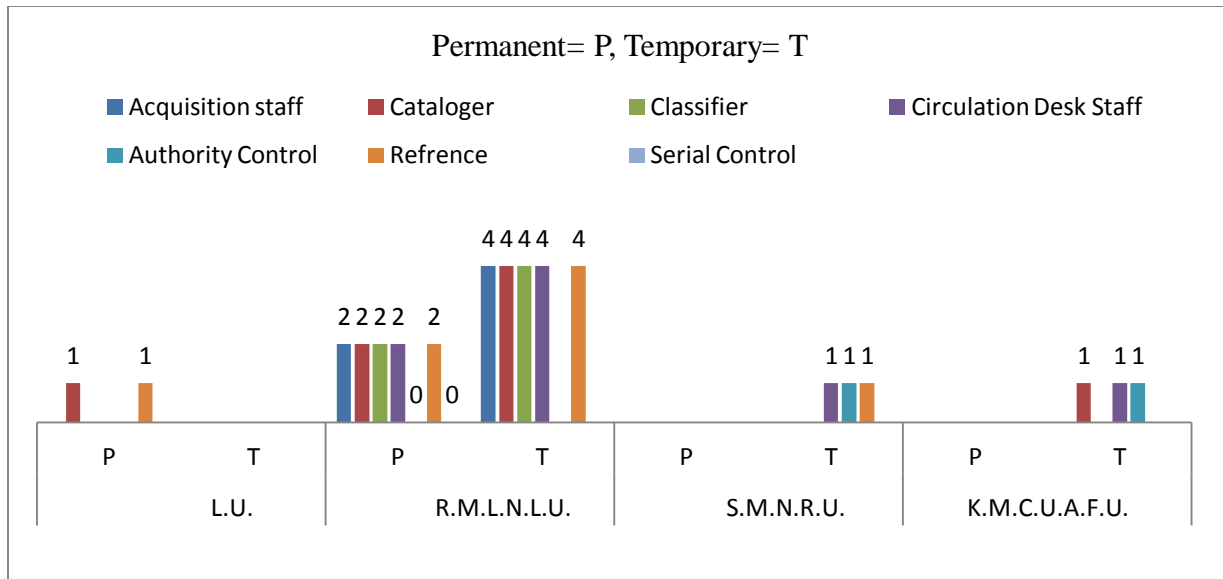


Figure 4.4 reveals the universities wise distribution of house-keeping staff the result is found that in L.U., 1(33.33%) cataloger is permanent, followed by 1(33.33%) reference and 1(33.33%) documentation assistant in other, there is no acquisition staff, classifier, circulation desk staff, Authority control, serial control, translation staff, maintenance staff etc.

In R.M.L.N.L.U., 2(11.76%) acquisition staff are permanent but 4(12.5%) are temporary, followed by 2(11.76%) cataloger are permanent but 4(12.5%) staff are temporary, 2 classifier are permanent but 4(12.5%) are temporary, 2 circulation desk staff are permanent but 4(12.5%) are temporary, 2(11.76%) reference staff are permanent but 4(12.5%) are temporary, 2 maintenance staff are permanent and 4(12.5%) are temporary. There is no authority control and translation staff etc.

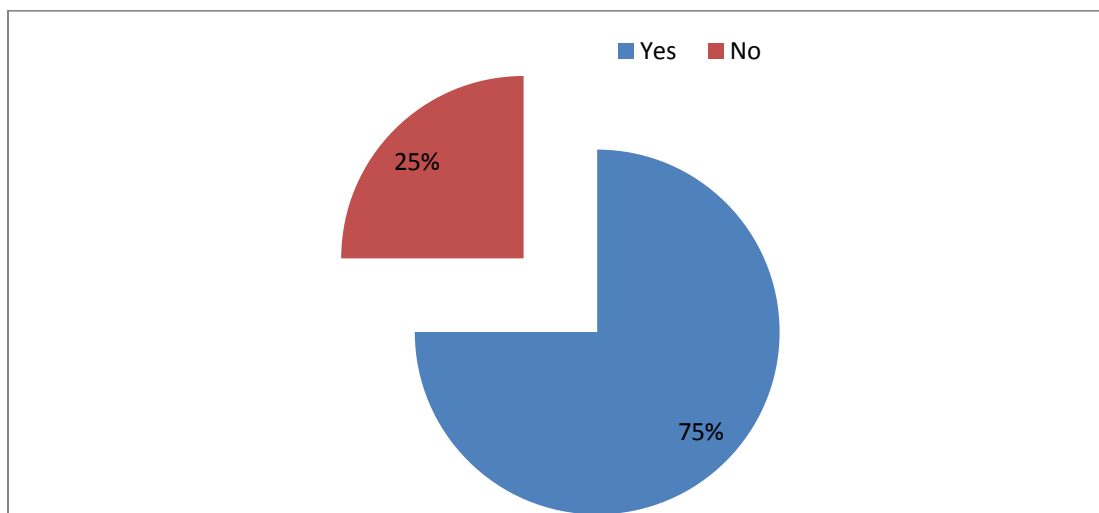
In S.M.N.R.U., 1(25%) circulation desk staff are temporary followed by 1(25%) authority control, 1(25%) reference staff, 1(25%) maintenance staff, but there is no acquisition staff, cataloger, classifier, serial control, translation staff etc.

In K.M.C.U.A.F., 1(25%) cataloger are temporary based, followed by 1(25%) circulation desk staff, 1(25%) authority control, 1(25%) maintenance staff. There is no acquisition staff, classifier, reference staff serial control and translation staff etc.

**Table 4.5 Librarian opinion about outsourcing is helpful in modernization of libraries**

<b>Helpful in Modernization</b>	<b>Responses</b>	<b>Responses in percentage</b>
Yes	3	75%
No	1	25%

**Figure 4.5 Outsourcing is helpful in modernization of libraries**



Outsourcing is defined as using to perform an activity without the routine work being blocked. Table 4.4 and Graph 4.4 present to know Librarian opinion about outsourcing is helpful in modernization of libraries it is analyzed that in opinion of 75% respondents, outsourcing is helpful in modernization of libraries and 25% stated that it is not helpful for library.

**Table 4.6 In-house vs. outsource library automation services**

Library Automation	L.U.		R.M.L.N.L.U		S.M.N.R.U.		K.M.C.U.A.F.U.	
	In-house	Out-source	In-house	Out-source	In-house	Out-source	In-house	Out-source
Cataloguing	√		√			√		√
Classification	√		√			√		√
Circulation	√		√			√		√
Reference	√		√			√		√
Serial Control	√		√			√		√
Authority Control	√		√			√		√
Acquisition	√		√			√		
Barcode Preparation	√		√					
RFID Implementation			√					
Member Identify Card Preparation	√		√					√
Stock Verification	√		√					√
Other								

Table 4.6 shows library automation services In-house vs. outsource in selected State university libraries of Lucknow it is analyzed that in L.U. and R.M.L.N.L.U. most of the services are in-house and in S.M.N.R.U. and K.M.C.U.A.F.U. most of the services are outsource.

The above table also shows that in L.U. cataloguing, classification, circulation, reference, serial control, authority control, acquisition, barcode preparation, members identify card preparation, stock verification are providing by in-house and RFID implementation is neither in-house nor outsource.

In R.M.L.N.L.U. among all services i.e. cataloguing, classification, circulation, reference, serial control, authority control, acquisition, barcode preparation, RFID implementation members identify card preparation, stock verification are provides through in-house.

In S.M.N.R.U. among services cataloguing, classification, circulation, reference, serial control, authority control, acquisition, members identify card preparation, stock verification are provides

through in-house and barcode preparation, RFID implementation and stock verification are neither in-house nor outsource.

In K.M.C.U.A.F.U. among services cataloguing, classification, circulation, reference, serial control, authority control, barcode preparation, members identify card preparation, stock verification are provides through in-house and acquisition and RFID implementation are neither in-house nor outsource.

**Table 4.7 In- house vs. outsource Information Services**

Information Services	L.U.		R.M.L.N.L.U		S.M.N.R.U.		K.M.C.U.A.F.U.	
	In-house	Out-source	In-house	Out-source	In-house	Out-source	In-house	Out-source
Generation of bibliographies	√		√					
Translation services								
Reprography services	√		√			√		
Query handling over telephone			√			√		
Web based indexed	√		√					
Document retrieval services	√		√					√
Building special Database	√		√					√
Any other								

Table 4.7 shows information services in-house vs. outsource in selected State University libraries of Lucknow it is found that in L.U. and R.M.L.N.L.U. most of the information services are in-house and in S.M.N.R.U. reprography services and query handling over telephone are outsource and in K.M.C.U.A.F.U. document retrieval services and building special database are outsource.

In L.U. generation of bibliographies, reprography services, web based indexed, documents retrieval services, building special databases are managed by in-house and translation services and query handling over telephones neither provides by in-house nor outsource.

In R.M.L.N.L.U. except translation services all information service generation of bibliographies, reprography services, query handling over telephones, web based indexed, documents retrieval services and building special databases are providing by in-house.

In S.M.N.R.U. only reprography services and query handling over telephones services managed by outsource and other services generation of bibliographies, translation services, and web based indexed, document retrieval services, building special databases are neither arranged by in-house nor outsource.

In K.M.C.U.A.F.U. only document retrieval services and building special databases are arranged by outsource and generation of bibliographies, translation services, reprography services, query handling over telephones and web based indexed are neither managed by in-house nor outsource.

**Table 4.8 In- house vs. outsource IT Based Services**

IT Based Services	L.U.		R.M.L.N.L.U.		S.M.N.R.U.		K.M.C.U.A.F.U.	
	In-house	Out-source	In-house	Out-source	In-house	Out-source	In-house	Out-source
Document Digitizing	√		√			√		
Content Management System	√		√		√			√
Hardware Maintenance		√	√		√			√
Software Development		√	√		√			√
Website Design		√	√			√		√
Website Optimization		√	√		√			
Network Creation		√	√		√			
Maintenance all Networking System		√	√			√		√
Any other		√						

The above table 4.8 present in-house vs. outsources IT based services in State University libraries of Lucknow. It is found that in L.U. only document digitizing and content management system are managed by in-house and hardware maintenance, software development, website

design, website optimization, network creation, maintenance all networking system arranged by outsource.

In R.M.L.N.L.U. among all IT based services document digitizing, content management system, hardware maintenance, software development, website design, website optimization, network creation, maintenance all networking system are managed by in-house.

In S.M.N.R.U. only document digitizing, website design and maintenance all networking system are outsource and document digitizing, content management system, hardware maintenance, software development, website optimization, network creation are managed by in-house.

In K.M.C.U.A.F.U. content management system, hardware maintenance, software development, website design and maintenance all networking system are managed by outsource and document digitizing, website optimization, and network creation are neither in-house nor outsource.

**Table 4.9 Librarian opinion for using outsourcing**

<b>Reasons of using outsourcing</b>	<b>No.</b>	<b>%</b>
Quality Improvement	3	75%
Enhance library services	3	75%
Lack of in-house resources	3	75%
Control over budget	3	75%
Solution to heavy workload & backlog	3	75%
Save time	3	75%
improve unproductive services	3	75%
Concentrate on core activities	3	75%
flexible to change	3	75%
adopt new technology	3	75%
Maximum utilization of resource	3	75%
Enhance standardization	3	75%
Enhance user satisfaction	3	75%
building maintenance	3	75%

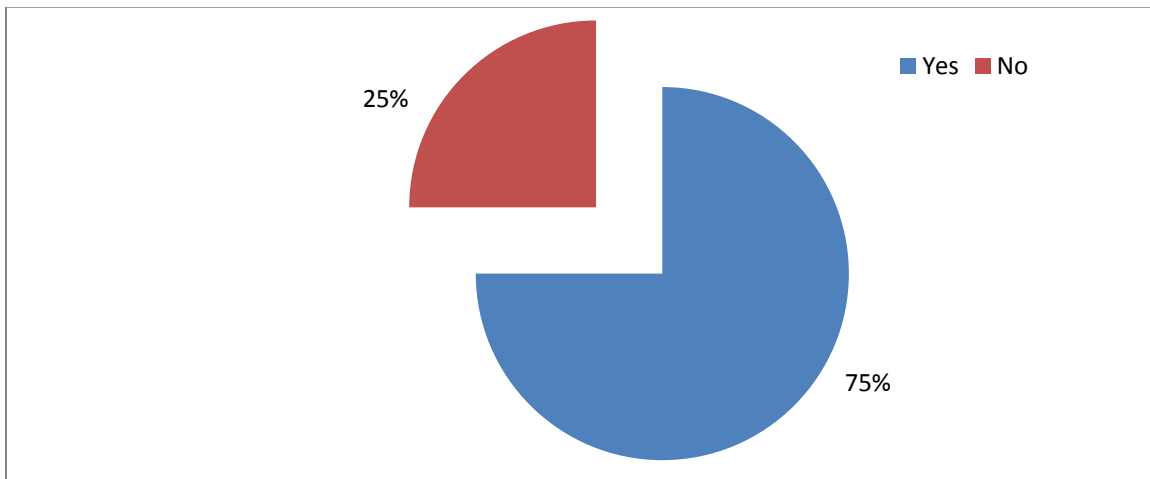
The above table 4.9 shows Librarian opinion regarding reasons for using outsourcing it is analyzed that 75% respondents agreed given following reasons quality improvements, Enhance library services, Lack of in-house resources, Control over budget, Solution to heavy workload & backlog, Save time, improve unproductive services, Concentrate on core activities, flexible to

change, adopt new technology, Maximum utilization of resource, Enhance standardization, Enhance, user satisfaction, building maintenance.

**Table 4.10 Librarian opinion regarding outsourcing plays a vital role in modernization**

Plays a vital role in modernization	Responses	Responses in percentage
Yes	3	75%
No	1	25%

**Figure 4.6 Outsourcing plays a vital role in modernization of libraries**

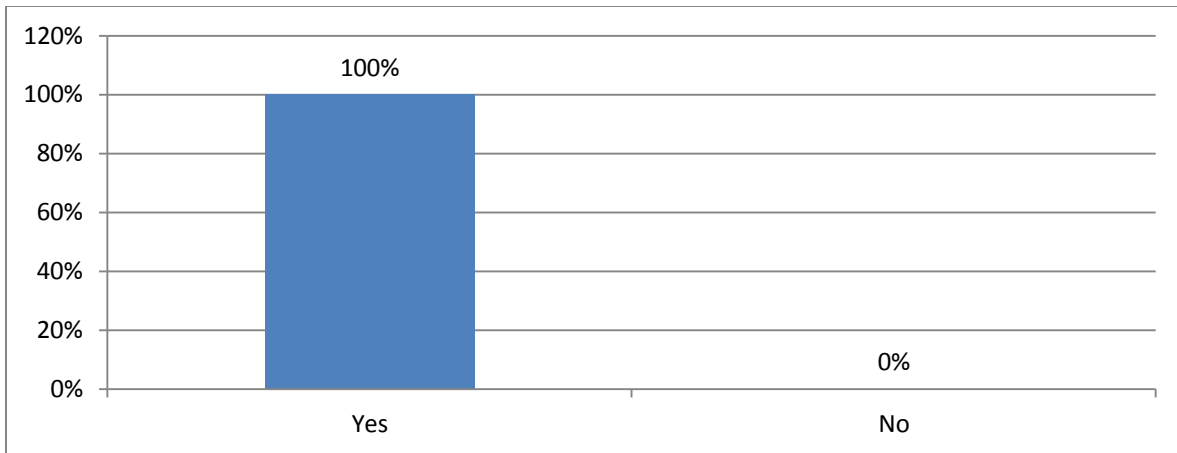


Today, outsourcing is very useful for changing the traditional to modern library. Table 4.10 and figure 4.6 shows that in 75% respondent's opinion outsourcing play a vital role in the modernization of libraries.

**Table 4.11 Trend of standardizing in IT services**

Trend of standardizing in IT services	Responses	Responses in percentage
Yes	4	100%
No	-	0%

**Figure 4.7 Outsourcing is a trend of standardizing in IT services**

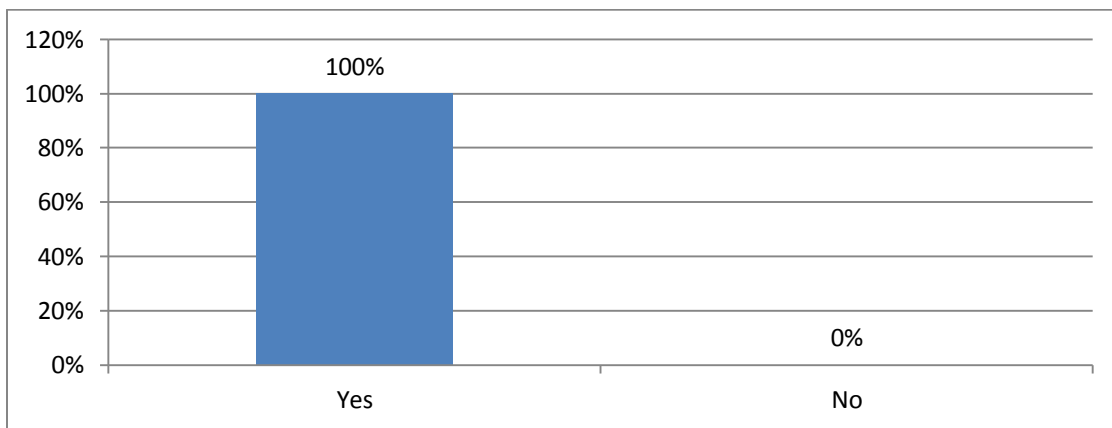


Today librarians use outsourcing to compile automation, electrification and digitization of library without disturbing day to day work. Table 4.11 and graph 4.7 reveals that 100% respondents agreed that outsourcing is a trend of standardizing in IT services.

**Table 4.12 Trend to get desirable result**

Trend to get desirable result	Responses	Responses in percentage
Yes	4	100%
No	0	0%

**Figure 4.8 Outsourcing became a trend to get desirable result**



Outsourcing offers multiple opportunities with special external suppliers to reduce costs and capitalize on investments, from this point of view, Table 4.12 and Graph 4.8 shows that 100% respondents agreed that outsourcing became a trend in university to get desirable result.

**Table 4.13 Impact of outsourcing on services**

<b>Impact of outsourcing on services</b>	<b>Responses</b>	<b>Responses in percentage</b>
More effective services	2	40%
more efficient services	3	60%
More dependable on outsourcing	0	0%
Any other	-	-
<b>Total</b>	<b>5</b>	<b>100%</b>

**Figure 4.9 Impact of outsourcing on services**

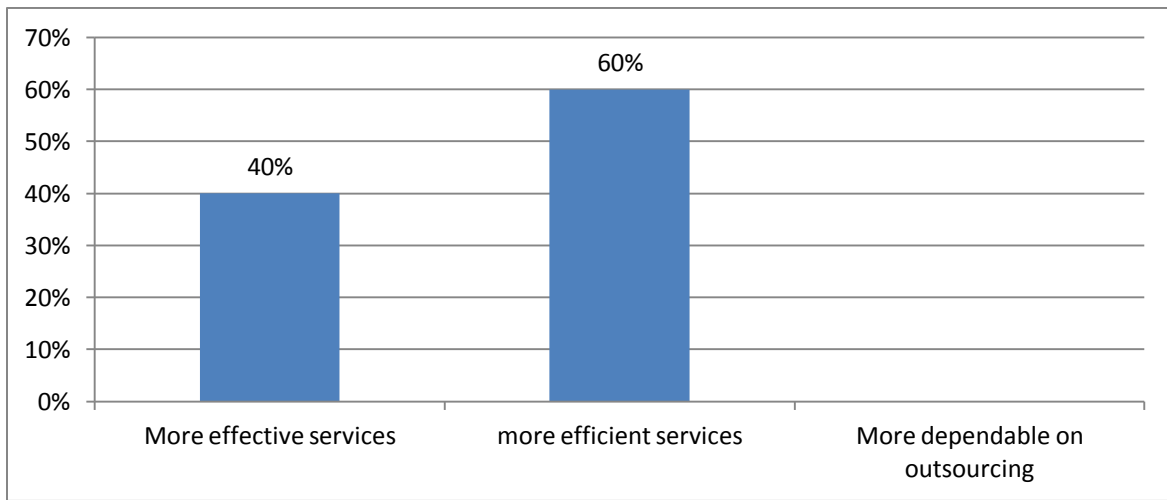


Table 4.13 and graph 4.9 presented that 40% libraries feel that outsourcing is more effective in services and 60% libraries reported that outsourcing is more efficient in services, and none of libraries are dependable on outsourcing.

**Table 4.14 Prefer outsourcing again**

<b>Prefer Outsourcing again</b>	<b>Responses</b>	<b>Responses in %</b>
Yes	3	75%
No	1	25%

**Figure 4.10 Prefer Outsourcing again**

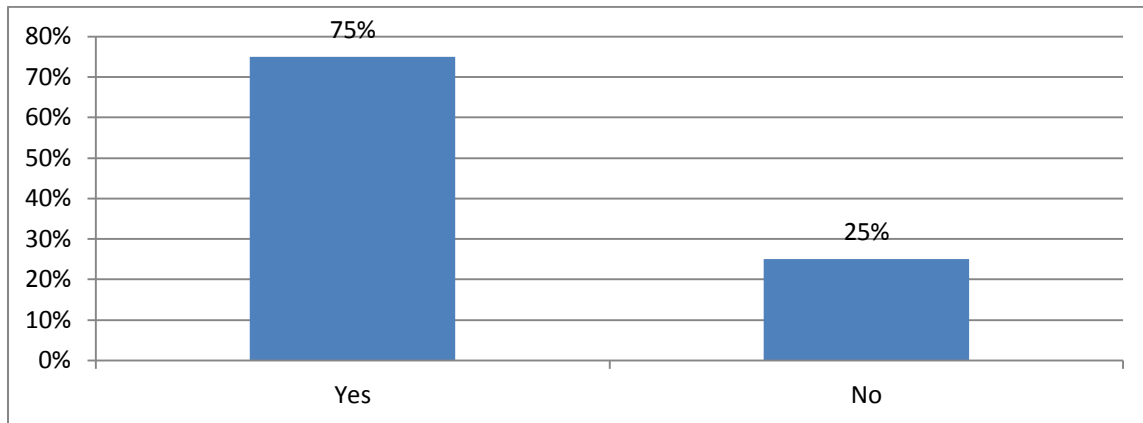


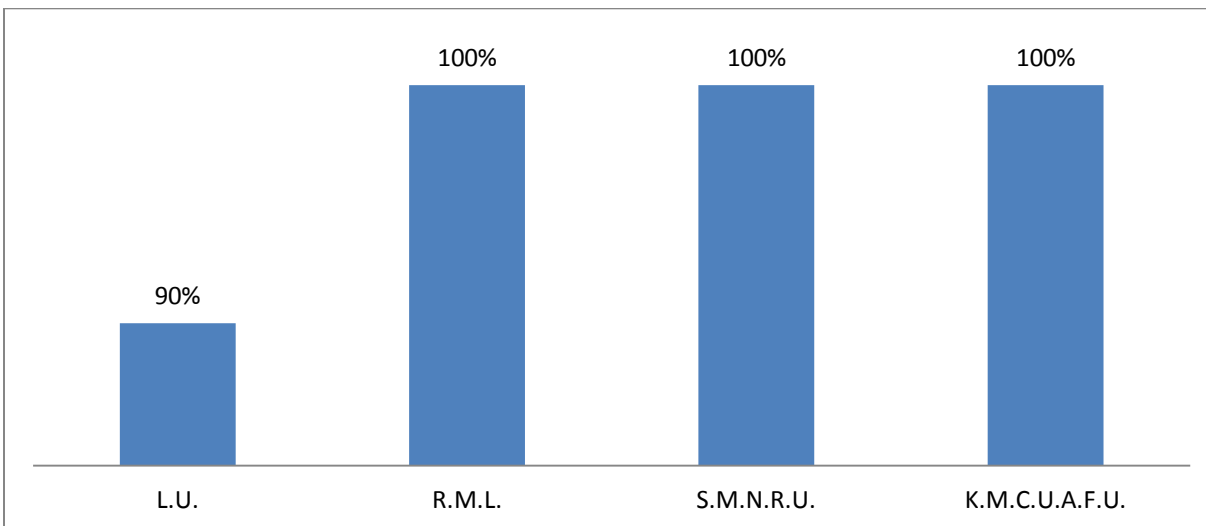
Table 4.14 and Figure 4.10 evaluated 75% libraries satisfied with the success of the outsourcing activities and services and interested to continue this.

**Data Analysis and Interpretation of Library staff**

**Table 4.15 Status of distributed questionnaire of library staff**

S. No.	Selected libraries of State University	Questionnaire distributed	Questionnaire received	Total responses in Percentage (%)
1	L.U.	10	9	90%
2	R.M.L.N.L.U.	7	7	100%
3	S.M.N.R.U.	4	4	100%
4	K.M.C.U.A.F.U.	4	4	100%
	<b>Total</b>	<b>25</b>	<b>24</b>	<b>96%</b>

**Figure 4.11 Status of universities wise responses of distributed questionnaire of library staff**



It can be observed from Table 4.15 and Figure 4.11 that out of 24 respondents 9(90%) received from Lucknow University (L.U.), 7 (100%) from Ram Manohar Lohiya National Law University (R.M.L.N.L.U.), 4(100%) from Shakuntala Misra National Rehabilitation University (S.M.N.R.U.), 4(100%) from Khawaja Moinuddin Chisti Urdu, Arabi-Farsi University (K.M.C.U.A.F.U.).

**Table 4.16 Gender wise distribution pattern**

Selected libraries of state universities	Male	Female	Total
L.U	5 (55.55%)	4 (44.44%)	9
R.M.L.N.L.U.	7 (100%)	-	7
S.M.N.R.U.	4 (100%)	-	4
K.M.C.U.A.F.U.	3 (75%)	1 (25%)	4
<b>Total</b>	<b>19 (79%)</b>	<b>5 (21%)</b>	<b>24</b>

**Figure 4.12 Universities wise gender distribution pattern**

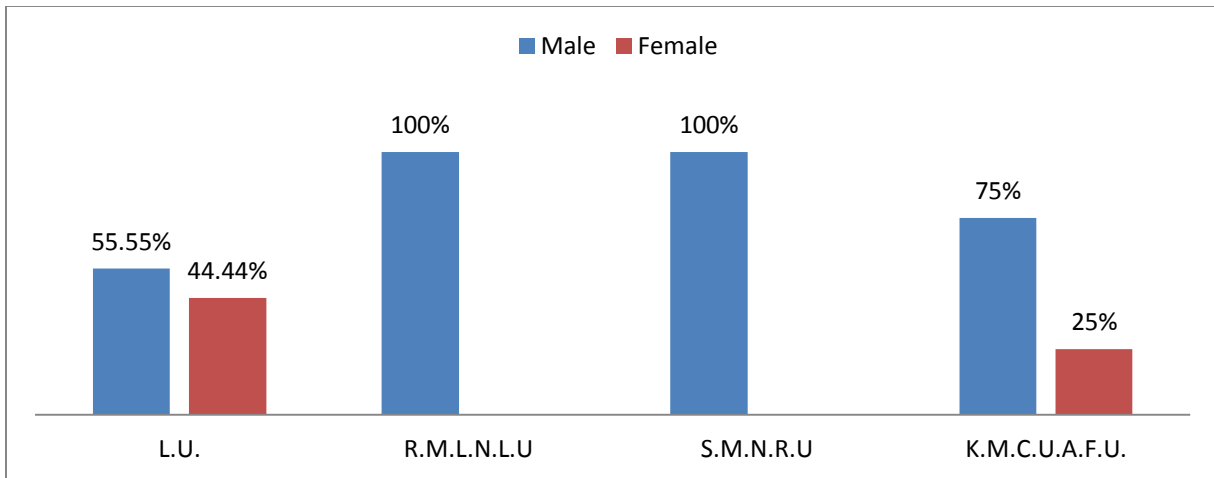


Table 4.16 and Figure 4.12 disclose the university wise distribution of staff responses of selected libraries of State Universities of Lucknow. The result shows highest responses of male staff of Ram Manohar Lohiya National Law University (R.M.L.N.L.U.) is 100% and Dr. Shakuntala Misra National Rehabilitation University (S.M.N.R.U.) is 100%. It is followed by Khawaja Moinuddin Chisti Urdu Arabi- Farsi University (K.M.C.U.A.F.U.) which is 75%. The responses of Lucknow University (L.U.) are 55.55%.

Same table shows about the responses of female staff. The result shows the highest responses of female staff of Lucknow University which is 44.44%. It is followed secondly by Khawaja Moinuddin Chisti Urdu Arabi- Farsi University (K.M.C.U.A.F.U.) which is 25%. At the last there is no female staff in R.M.L.N.L.U. and S.M.N.R.U.

**Figure 4.13 Overall Percentage wise gender distributions**

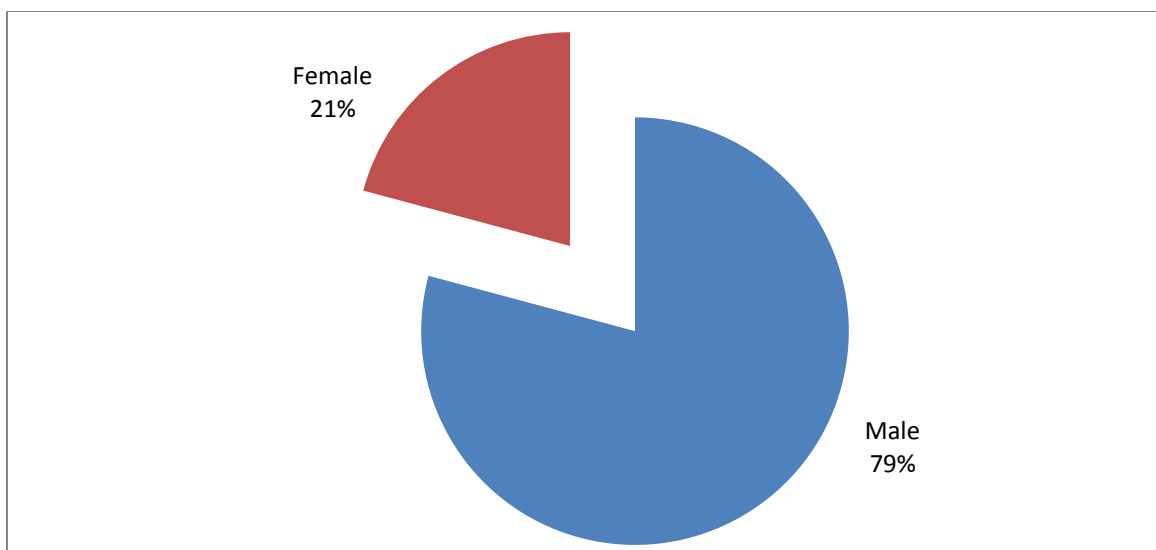


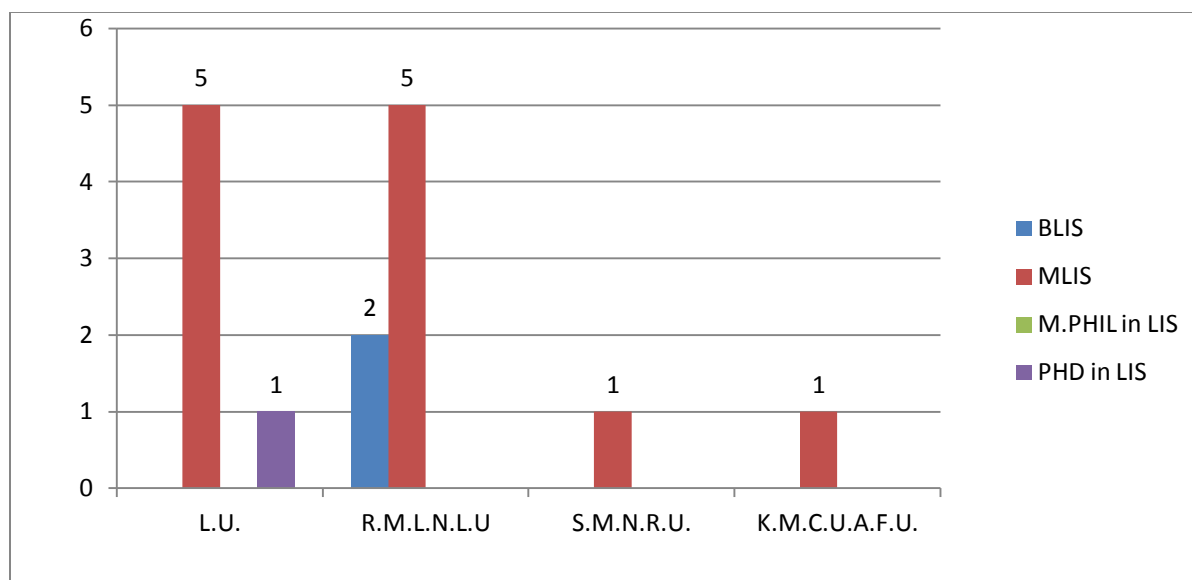
Figure 4.13 represent the overall percentage wise distribution of gender working in State University libraries of Lucknow. The result shows that 79% male and 21% female are working in State University libraries of Lucknow.

**Table 4.17 Qualification of Staff**

S. No.	Qualification	L.U.	R.M.L.N.L.U.	S.M.N.R.U.	K.M.C.U.A.F.U.	Total
1	BLIS	-	2(28.57%)	-	-	2(13.33%)
2	MLIS	5(83.33%)	5(71.42%)	1(100%)	1(100%)	12(80%)
3	M.PHIL in LIS	-	-	-	-	- (0%)
4	PHD in LIS	1(16.66)	-	-	-	1(6.66)
5	Total	6(40%)	7(46.66%)	1(6.66%)	1(6.66%)	15(100%)

Table 4.17 shows about the qualification of staff and it was analyzed that 80% library staff having MLIS degree, 13.33% BLIS degree, 6.66% PhD degree but there is no library staff having M.Phil degree in LIS.

**Figure 4.14 Universities wise Qualification of library staff**



In the above figure 4.14 universities wise Qualification of library staff was analyzed and the result found that in L.U. 5(83.33%) respondents are in MLIS and 1(16.66%) respondent in PhD. There is no respondent in BLIS and M.phil in LIS.

In R.M.L.N.L.U. 2(28.57%) respondents are in BLIS and 5(71.42%) respondents in MLIS. There is no respondent in M.Phil and PhD in LIS.

In S.M.N.R.U. and K.M.C.U.A.F.U. there is only 1-1 respondents are in MLIS but there is no respondents in BLIS, M.Phil and PhD in LIS.

**Table 4.18 Working Experience**

Working Experience	L.U.	R.M.L.N.L.U.	S.M.N.R.U.	K.M.C.U.A.F.U.	Total
0-3 Years	1 (12%)	-	1 (25%)	2 (50%)	4 (16.66%)
3-6 Years	-	1 (14.28%)	2 (50%)	2 (50%)	5 (20.83%)
6-9 Years	-	5 (71.42%)	1 (25%)	-	6 (25%)
9 or above	8 (88%)	1 (14.28%)	-	-	9 (37.5%)
Total	9 (37.5)	7 (29.16%)	4 (16.66%)	4 (16.66%)	24(100%)

Table 4.18 shows the working experience of library staff of selected universities libraries of Lucknow. The result shows that 9or above years group respondents having highest working

experience of 9(37.5%), 6(25%) in 6-9 years, 5(20.83%) in 3-6 years the lowest 4(16.66%) in 0-3 years.

**Figure 4.15 Universities wise working experience**

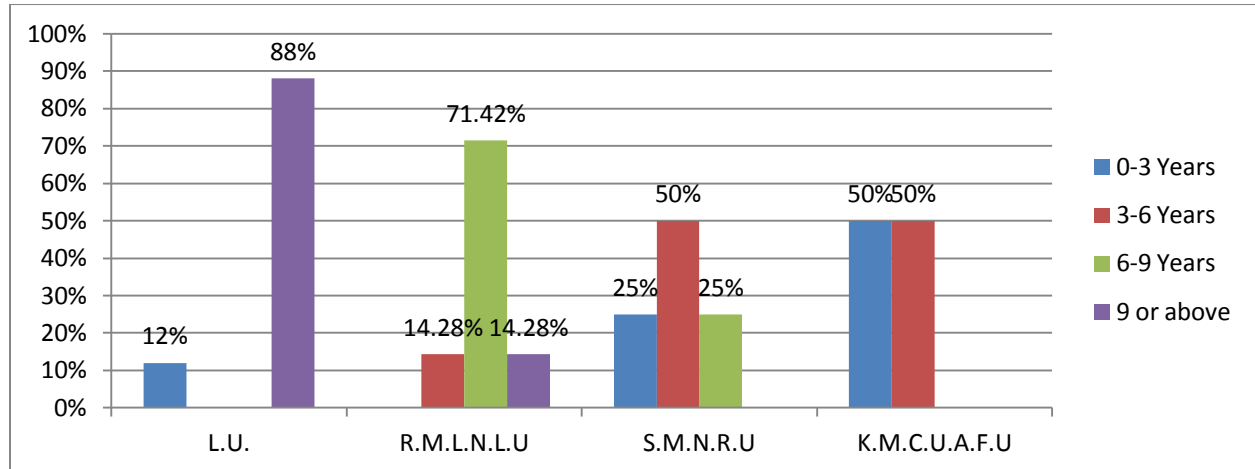


Figure 4.15 analyzed universities wise working experience of library staff and the result shows that in L.U., the highest 8 (88%) respondents having working experience of 9 or above years and the lowest is 1(12%) of 0-3 years but there is no respondent who's having working experience of 3-6 years and 6-9 years.

In R.M.L.N.L.U. the highest 5(71.42%) respondents having working experience of 6-9 years. It is followed by 3-6 years and 9 or above years which is 1(14.28%), but there is no respondent who's having working experience of 0-3 years.

In S.M.N.R.U. the highest 2(50%) respondents having working experience of 3-6 years. It is followed by 0-3 years and 6-9 years which is 1(25%), but there is no respondent who's having working experience of 9 or above years.

In K.M.C.U.A.F.U., there is 2 (50%) respondents having of 0-3 years another 2 (50%) of 3-6 years, but there is no respondent who's having working experience of 6-9 years and 9 or above years.

**Table 4.19 Age wise distribution**

Age Group	L.U.	R.M.L.N.L.U.	S.M.N.R.U.	K.M.C.U.A.F.U.	Total
20-25	1 (11.11%)	-	1 (25%)	1 (25%)	3 (12.5%)
25-35	-	4 (57.14%)	1 (25%)	3 (75%)	8 (33.33%)
35-40	-	2 (28.57%)	2 (50%)	-	4 (16.66%)
40-45	8 (88.88%)	1 (14.28%)	-	-	9 (37.5%)
<b>Total</b>	9 (37.5%)	7 (29.16%)	4 (16.66%)	4 (16.66%)	24 (100%)

Table 4.19 indicates the age group wise distribution of library staff of selected universities of Lucknow. The result shows that 9 (37.5%) is the highest age group of 40-45, 8(33.33%) in age group of 25-35, 3(12.5%) in age group of 20-25 and the lowest is 4(16.66%) in age group of 35-40.

**Figure 4.16 Universities wise age distribution**

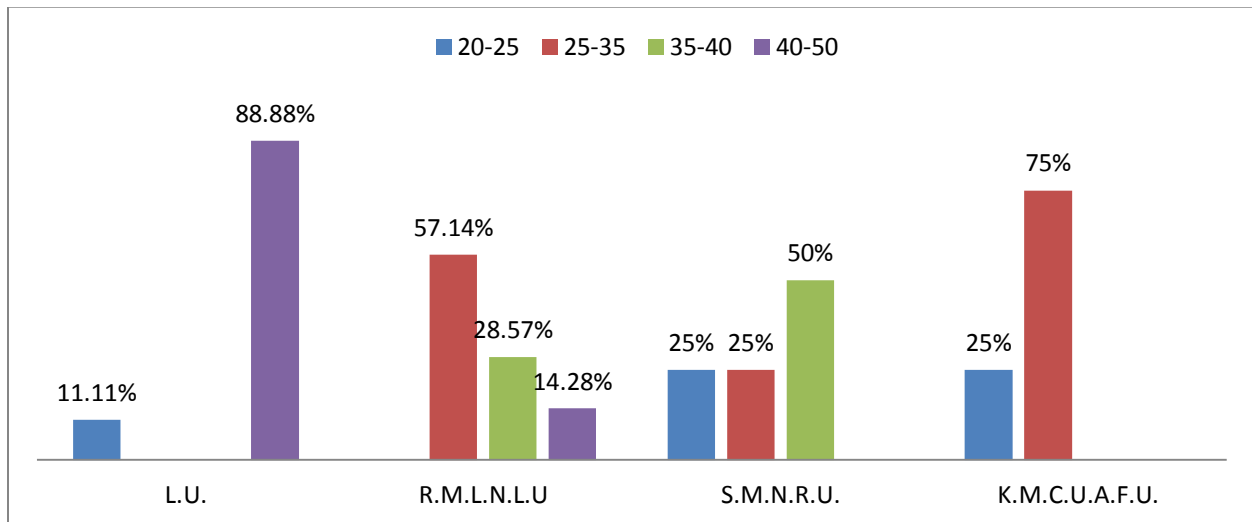


Figure 4.16 reveals about universities wise age distribution of library staff it is found that in L.U. the highest 8(88.88%) respondents are in age group of 40-45, and the lowest is 1(11.11%) in age group of 20-25, but there is no respondent in age group of 25-35 and 35-40.

In R.M.L.N.L.U. the highest 4(57.14%) respondents are in age group of 25-35, 2(28.57%) in 35-40 and the lowest is 1(14.28%) in 40-45, but there is no respondent in age group of 20-25.

In S.M.N.R.U. the highest 2(50%) respondents are in age group of 35-40 and 1-1 (50%-50%) in 20-25 and 25-35, but there is no respondent in age group of 40-45.

In K.M.C.U.A.F.U. the highest 3(75%) respondents are in age group of 25-35 and the lowest is 1(25%) in 20-25 but there is no respondent in age group of 35-40 and 40-45.

**Table 4.20 Nature of job**

Nature of job	L.U	R.M.L.N.L.U.	S.M.N.R.U.	K.M.C.U.A.F.U	Total
Permanent	9 (100%)	1 (14.28%)	-	-	10(41.66%)
Temporary	-	6(86%)	4(100%)	4(100%)	14(58.33%)
Total	9(37.5%)	7(29.16)	4(16.66)	4(16.66%)	24(100%)

Table 4.20 represents the nature of job of library staff of state university libraries of Lucknow, that 10 (41.66%) permanent and 14 (58.33 %) temporary based respondents are in working in select State University libraries of Lucknow.

**Figure 4.17 Universities wise distribution of job**

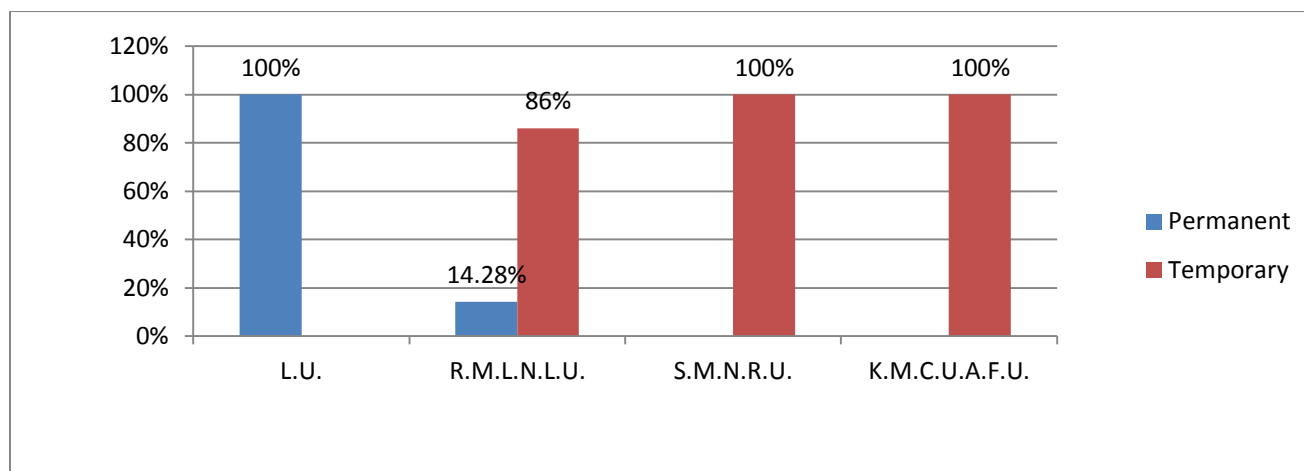


Figure 4.17 presents universities wise distribution of job of library staff the result shows that in L.U. 9(100%) respondents are permanent but there is no respondent on Temporary based.

In R.M.L.N.U. 1(14.28%) are permanent and 6(86%) are working as temporary based.

In S.M.N.R.U. 4(100%) respondents are working as temporary but there is no permanent staff.

In K.M.C.U.A.F.U. 4(100%) respondents are working as temporary based.

**Table4.21 Outsourcing is implemented**

Area Implemented	YES	NO
Acquisition Section	8 (34%)	16 (67%)
Technical Section	8 (34%)	16 (67%)
Circulation Section	8 (34%)	16 (67%)
Periodicals Section	8 (34%)	16 (67%)
Reference Section	8 (34%)	16 (67%)
IT Section	8 (34%)	16 (67%)
Stack Section	8 (34%)	16 (67%)

Table 4.21 presents area implementation of outsourcing in various sections of libraries and the majority of the libraries 16(67%) outsourcing is not implemented in their library. Only 8(34%) libraries have implemented outsourcing in their library i.e. Acquisition Section, Technical Section, Circulation Section, Periodical Section, Reference Section, IT Section, and Stack Section.

**Figure 4.18 Universities wise distribution of area**

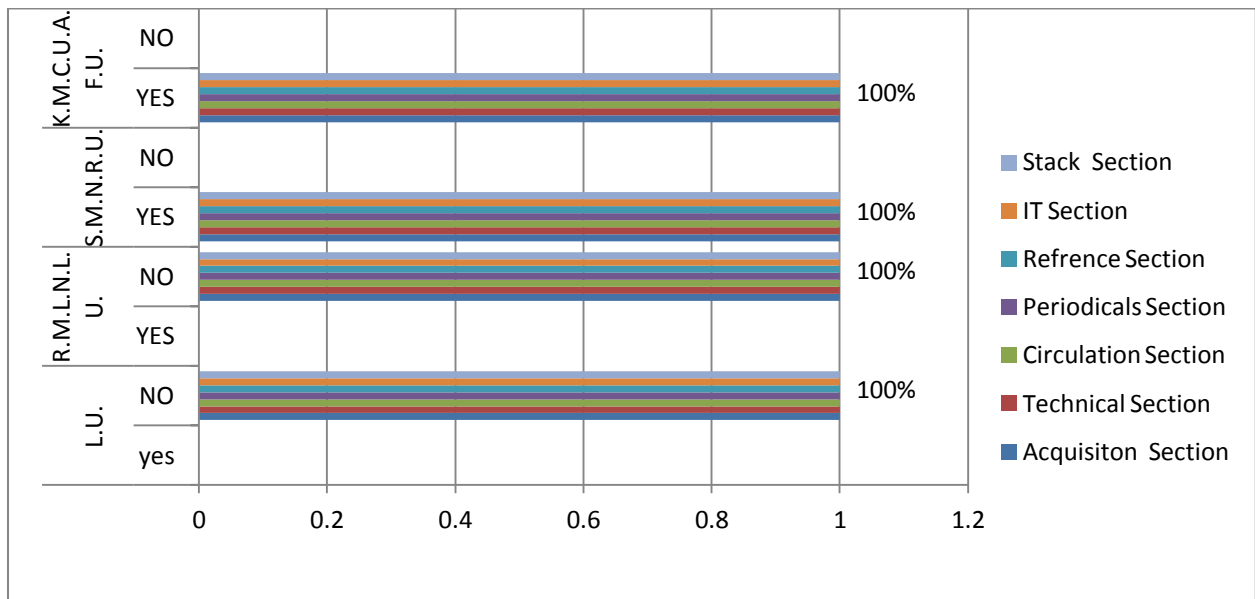


Figure 4.18 shows various areas in which universities are implemented or not implemented outsourcing in their libraries.

In L.U. 9(100%) responses are ‘No’ that outsourcing is not implemented in their library in these section i.e. acquisition section, technical section, circulation section, periodicals section, reference section, IT section, Stack Section.

In R.M.L.N.L.U. 7(100%) responses are ‘No’ that outsourcing is not implemented in their library in these section i.e. acquisition section, technical section, circulation section, periodicals section, reference section, IT section, Stack Section.

In S.M.N.R.U. 4(100%) responses are ‘Yes’ that outsourcing is not implemented in their library in these section i.e. acquisition section, technical section, circulation section, periodicals section, reference section, IT section, Stack Section.

In K.M.C.U.A.F.U. 4(100%) responses are ‘Yes’ that outsourcing is not implemented in their library in these section i.e. acquisition section, technical section, circulation section, periodicals section, reference section, IT section, Stack Section.

**Table 4.22 In library staff opinion of preference for adopting outsourcing**

<b>Reasons</b>	<b>No.</b>	<b>%</b>
Utilization of ICT	16	66.66%
Technical works done efficiently	9	37.5%
Professional activities and services	8	33.33%
Non-Professional activities and services	7	29.16%
helps staff on core activities and services	7	29.16%
Shortage of permanent staff	15	62.5%

**Figure 4.19 Preference for adopting outsourcing**

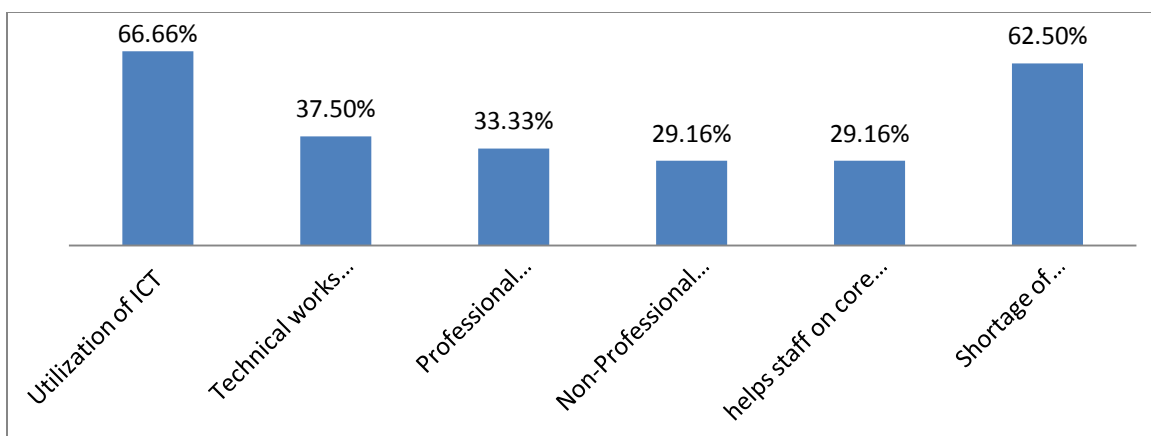


Table 4.22 and Figure 4.19 show various reasons given by library staff for adopting outsourcing. 66.66% respondents mentioned the top reason ‘Utilization of ICT’ for adopting outsourcing, ‘Shortage of permanent staff’ second reasons by 62.5% respondents, followed by ‘Technical works efficiently’ and ‘Professional activities and services’ reasons standing 3<sup>rd</sup> and 4<sup>th</sup> position with 37.5% and 33.33% respectively, 29.16% respondents each reported to give preference for adopting outsourcing ‘Non professional activities and services’ and ‘Helps staff to concentrate on core activities and services’.

**Table4.23 Library staff opinion regarding outsourcing became trend in library**

Outsourcing became trend	Responses	Percentage
Yes	20	83%
No	4	17%

**Figure 4.20 Library staff opinion regarding outsourcing became trend in library**

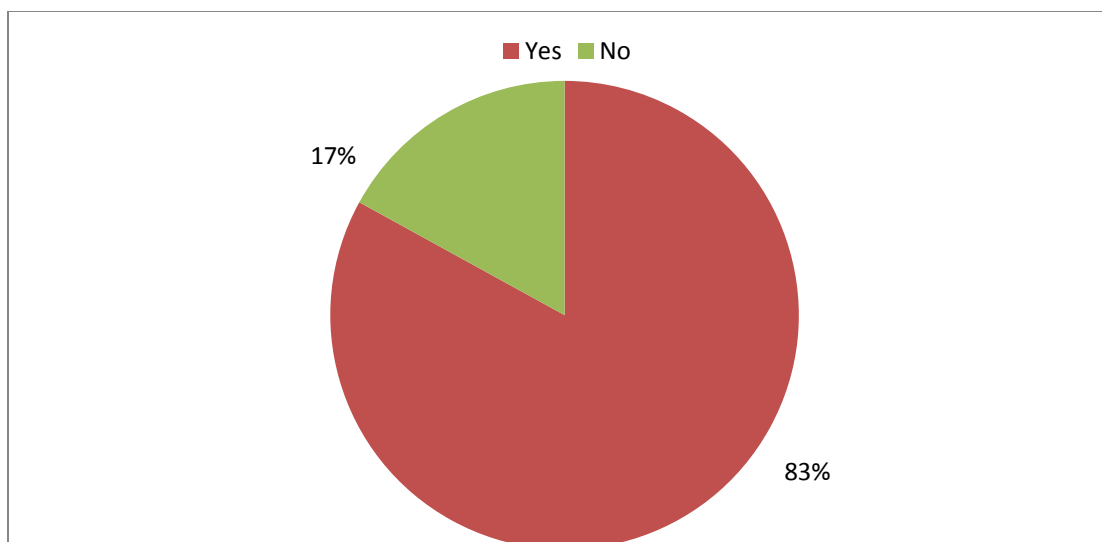


Table 4.23 and Figure 4.20 reveals staff opinion regarding outsourcing became trend in library to complete the task at limited time the result shows that in opinion of 83% library staff outsourcing became a trend in the library and 17% disagree with this.

**Table 4.24 Areas in which outsourcing is useful**

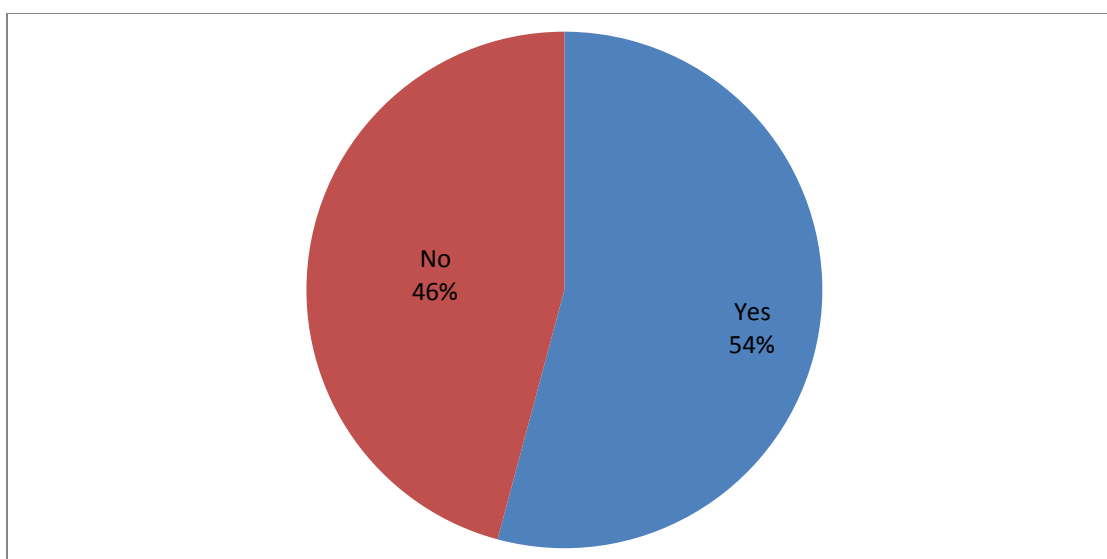
Useful	Activities and Services					
	Professional				Non-Professional	
	Manual		Automated			
	No.	%	No.	%	No.	%
Yes	6	85%	9	100%	7	87%
No	1	15%	-	-	1	13%
Total	7	100%	9	100%	8	100%

Table 4.24 shows that highest 100% library staff agreed that outsourcing is helpful for Professional- automated activities and services. However 87% agreed that outsourcing is also useful for non-professional activities.

**Table 4.25 Staff opinion regarding outsourcing plays an important role in adopting new technology**

Plays an important role in adopting new technology	responses	Percentage
Yes	13	54%
No	11	46%

**Figure 4.21 Outsourcing plays an important role in adopting new technology**



It is clear from recent experience that outsourcing is a solution to challenges. Table 4.25 and Figure 4.21 reveals that in opinion of 54% library staff outsourcing plays an important role in adopting new technology.

**Table 4.26 Opinion about outsourcing**

**Strongly Agree = SA, Agree = A, Neutral = N, Disagree = D, Strongly Disagree = SD**

STATEMENT	SA	A	N	D	SD
Helps to enhance the library services.	5(20.83%)	12(50%)	6(25%)	1(4.16%)	
Required due to lack of skilled staff.	2(8.33%)	18(75%)	3(12.5%)	1(4.16%)	
Became a trend for library modernization.	5(20.83%)	11(45.83%)	5(20.83%)	2(8.33%)	1(4.16%)
Helps library to introduce new value add services.	1(4.16%)	8(33.33%)	13(54.16%)	1(4.16%)	1(4.16%)
Helps library to provide better services.	3(12.5%)	5(20.83%)	9(37.5%)	6(25%)	1(4.16%)
Helps to acquire new ideas and technology easily.	4(16.66%)	7(29.16%)	5(20.83%)	6(25%)	2(8.33%)
Better to cope up shrinking budget	2(8.33%)	3(12.5%)	6(25%)	13(54.16%)	
Increase the quantity of library product and services	2(8.33%)	10(41.66%)	6(25%)	6(25%)	
Improves the reputation of library	2(8.33%)	7(29.16%)	6(25%)	8(33.33%)	1(4.16%)
Reduce expenses	5(20.83%)	8(33.33%)	4(16.66%)	6(25%)	1(4.16%)

Table 4.26 results shows that the majority of respondents 12(50%) are agreed that Outsourcing helps to enhance library services, 18(75%) respondents feel outsourcing is required due to lack of skilled staff, 11(45.83%) agreed that outsourcing became a trend for library modernization, 13(54.16%) and 9(37.5%) respondents are neutral to response that outsourcing helps library to introduce new value added services and it helps library to provide better services. 7(29.16%) respondents agreed that outsourcing helps to acquire new ideas and technology easily. 13(54.16%) respondents disagreed that outsourcing is better to cope up shrinking budget. 10(41.66%) respondents agreed that outsourcing increase the quantity of library product and services. 8 (33.33%) respondents disagreed that outsourcing improves the reputation of library. 8(33.33%) respondents agreed that outsourcing reduce expenses.

**Table 4.27 Factors of outsourcing in comparison to In-house**

Less Expensive	10(41.66%)	Or	More Expensive	14(58.33%)
Time Saving	19(79.16%)	Or	Time Consuming	5(20.83%)
More Useful	15(62.5%)	Or	Less Useful	9(37.5%)
Easy to adopt new technology	23(95.83%)	Or	Difficult to adopt new technology	1(14.16%)
Enhances the standardization	20(83.33%)	Or	Fear to decline library reputation	4(16.66%)
Increases the quantity of product & services	18(75%)	Or	Reduces the quantity of product & services	6(25%)
Increases the quality product & services	20(83.33%)	Or	Decrease the quality of product & services	4(16.66%)
Improves the staff skills & attitude	12(50%)	Or	Reduces staff morale	12(50%)
Preferred to cope up with staff shortage	18(75%)	Or	Less preferred due to lose the control	6(25%)

Table 4.27 According to 14(58.33%) respondents outsourcing is more expensive. 19(79.16%) for time saving, followed by 15(62.5%) for more useful, 23(95.83%) easy to adopt new technology, 20 (83.33%) for enhances the standardization, 18(75%) for increase the quantity of product & services, 20(83.33%) for increase the quality of product & services. 12 (50%) for improves the staff skills & attitude and reduce staff morale . 18(75%) for preferred to cope up with staff shortage.

## Section-B

### **Testing of Hypotheses**

#### **H1: Outsourcing helps to enhance the library services.**

**Result,** Table 4.9 was analyzed that 75 % respondents are in favor that outsourcing helps to enhance the library services. The above formulated hypothesis was proved and accepted, there is no significant difference between respondents outsourcing helps to enhance the library services.

#### **H2: Outsourcing became a trend of library modernization.**

**Result,** Table 4.10 and 4.23 was analyzed. According to 75% (from table 4.10) and 83% (from table 4.23) respondents outsourcing became a trend of library modernization. The above formulated hypothesis was proved and accepted, there is no significant difference between respondents outsourcing helps to enhance the library services.

#### **H3: Lack of skilled permanent staff increases the use of outsourcing in library.**

**Result,** Table 4.26(75%) reveals the majority of staff is agreed that lack of skilled permanent staff increases the use of outsourcing in library. The above formulated hypothesis was proved and accepted, there is no significant difference between respondents lack of skilled permanent staff increases the use of outsourcing in library.

## CHAPTER-5

### Findings, Conclusion and Suggestions

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The present study explores discussion the numerous reasons for using outsourcing, areas of implementation, role as well as impact of outsourcing on library activities and services in State university libraries of Lucknow, Uttar Pradesh.

Art from this, the study also highlights the current trend of outsourcing in libraries. Under this study 4 state university libraries are including University of Lucknow, Dr. Ram Manohar Lohiya National Law University, Dr. Shakuntala Misra National Rehabilitation University and Khwaja Moinuddin Chishti Urdu,Arabi-Farsi University were surveyed to assess the impact of outsourcing on library activities and services.

The data has been analyzed using ms-excel both descriptive and inferential statistical techniques. The results and trends revealed by the analysis of the data in the forth chapter is showing brief summary of findings, conclusions, suggestions and future research areas etc. are presented in this chapter.

#### 5.1 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 1 permanent 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

## **5.2 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.

### **5.3 Suggestions**

- In order to run the libraries effectively and smoothly and provide better, innovative and more services to their users, the universities must appoint the permanent library professionals in the libraries.
- The universities must follow the UGC norm while appointing the staff whether permanent, temporary or Ad-hoc based.
- The government should promote the outsourcing also opens new avenues for among new generation of library professionals to find a career in shrinking job market.
- The system of State University libraries should outsource some of the technical services in order to create high competitiveness. Outsourcing will give employees more time to focus on core competencies and therefore better perform and deliver quality services.

- The State University libraries system should strategically evaluate its partners in order not only to accrue the fruits of cost reduction but also to benefit from state-of - the-art technology elsewhere.
- The libraries of State University should develop an outsourcing policy so that service providers are clear about university expectations and goals.

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## QUESTIONNAIRE FOR LIBRARIAN

Respected Sir/Madam

I am requesting you to kindly fill up this Questionnaire. The Topic of my Dissertation work Entitled **Impact of Outsourcing in Modernization of State University Libraries in Lucknow, Uttar Pradesh: A Study**. The data provided by you will be kept confidential and used for research purpose only. I solicited your kind co-operation in this regards.

Thanking you.

**Mitali Saini**  
**M.Phil Scholar**  
**DLIS, BBAU, Lucknow,**  
**U.P.**

### 1. General Information

- i. Name of the University: \_\_\_\_\_
- ii. Name of the Library: \_\_\_\_\_
- iii. Name of the Librarian: \_\_\_\_\_

### 2. Please mention the number of library staff

#### (a) Library Professional Staff

Post(s)	Permanent	Temporary	Ad-hoc
Librarian			
Deputy Librarian			
Assistant Librarian			
Professional Assistant			
Research Assistant			
Library Assistant			
Library Attendant			
Information Scientist			
Any other			

#### (b) IT Professional Staff

Post	Permanent	Temporary	Ad-hoc
Software Developer			
System Analyst (s)			
Network Analyst (s)			

Data Entry Operator (s)			
Programmer (s)			
Website Designer			
Any other			

**(c) House Keeping Staff**

Particular(s)	Permanent	Temporary	Ad-hoc
Acquisition staff			
Cataloger			
Classifier			
Circulation desk staff			
Authority Control			
Reference			
Serial Control			
Translation			
Maintenance staff			
Any other			

**3. Do you think outsourcing is helpful in modernization of libraries?**

Yes [    ]    No [    ]

**4. Please mention the sources through which the following services are provided in your library**

**(a) Library Automation**

Particular(s)	In-House	Outsourcing
Cataloguing		
Classification		
Circulation section		
Reference section		
Serials Control		
Authority Control		
Acquisition		
Barcode preparation		
RFID implementation		
Member identify card preparation		
Stock verification		
Any other		

**(c) Information Services**

<b>Particular(s)</b>	<b>In-house</b>	<b>Outsourcing</b>
Electronic document delivery		
Generation of bibliographies		
Translation services		
Reprography services		
Query handling over telephone		
Web based indexed		
Document retrieval services		
Building special databases		
Any other		

**(d) IT Based Services**

<b>Particular(s)</b>	<b>In-house</b>	<b>Outsourcing</b>
Document Digitizing		
Content Management System		
Hardware Maintenance		
Software Maintenance		
Software Development		
Website Design		
Website Optimization		
Network Creation		
Maintenance all networking system		
Any other		

**5. Please tick appropriate reasons of using outsourcing in your library.**

To quality improvement		To concentrate on core activities	
To enhance library services		More flexible to change	
Lack of in-house resources		Easy to adopt new technology	
Proper control over the budget		Maximum utilization of resources is possible	
Possible solution to heavy workloads & backlogs		To enhance standardization	
To save time		To enhance users' satisfaction	
To improve unproductive services		Building maintenance	
Any other			

**6. In your opinion, outsourcing plays a vital role in the modernization of libraries?**

Yes [ ]                      No [ ]

**If Yes, Please tick the appropriate**

Excellent [ ]      Good [ ]      Satisfactory [ ]      Fair [ ]

**If No, Please tick the appropriate**

Less useful [ ]      More expensive [ ]      Time consuming [ ]      Risk to adopt [ ]

**7. Would you agree that outsourcing is a trend of standardizing in IT services of library?**

Yes [ ]                      No [ ]

**8. In your opinion outsourcing became a trend in university libraries to get desirable result.**

Yes [ ]                      No [ ]

**9. What impact of outsourcing do you find in services?**

- i. More effective services [ ]
- ii. More efficient services [ ]
- iii. More dependable on outsourcing [ ]
- iv. Any other \_\_\_\_\_

**10. Would you prefer the use of outsourcing again for the library activities and services?**

Yes [ ]                      No [ ]

If yes, the areas you will outsource \_\_\_\_\_

**11. Please give your valuable suggestions**

\_\_\_\_\_

**Date: -----**

**(Librarian Signature)**

## QUESTIONNAIRE FOR LIBRARY STAFF

Respected Sir/Madam

I am requesting you to kindly fill up this Questionnaire. The Topic of my Dissertation work Entitled **Impact of Outsourcing in Modernization of State University Libraries in Lucknow, Uttar Pradesh: A Study**. The data provided by you will be kept confidential and used for research purpose only. I solicited your kind co-operation in this regards.

Thanking you.

**Mitali Saini**  
**M.Phil Scholar**  
**DLIS, BBAU, Lucknow,**  
**U.P.**

1. Name of the University: \_\_\_\_\_

2. Name : \_\_\_\_\_

3. Designation: \_\_\_\_\_

4. Qualification: \_\_\_\_\_

5. Section where you work: \_\_\_\_\_

6. Working Experience: 0-3years[  ] 3-6years[  ] 6-9years[  ] 9 or above[  ]

7. Gender: Male[  ] Female [  ]

8. Age group: 20-25 [  ] 25-35[  ] 35-40[  ] 40-45[  ]

9. Nature of job: Permanent [  ] Temporary [  ] Ad-hoc [  ]

### 7. In which area outsourcing is implemented in your library?

- |                       |                                  |                                 |
|-----------------------|----------------------------------|---------------------------------|
| • Acquisition Section | Yes [ <input type="checkbox"/> ] | No [ <input type="checkbox"/> ] |
| • Technical Section   | Yes [ <input type="checkbox"/> ] | No [ <input type="checkbox"/> ] |
| • Circulation Section | Yes [ <input type="checkbox"/> ] | No [ <input type="checkbox"/> ] |
| • Periodicals Section | Yes [ <input type="checkbox"/> ] | No [ <input type="checkbox"/> ] |
| • Reference Section   | Yes [ <input type="checkbox"/> ] | No [ <input type="checkbox"/> ] |
| • IT Section          | Yes [ <input type="checkbox"/> ] | No [ <input type="checkbox"/> ] |
| • Stack Section       | Yes [ <input type="checkbox"/> ] | No [ <input type="checkbox"/> ] |

### 8. In your opinion, in which area outsourcing should be implemented for activities and services in the library?

---

**10. Please the mention the reasons of preference for adopting outsourcing**

- i** It is necessary for the proper utilization of available ICT infrastructure. Yes [ ] No [ ]
- ii** It gets technical works done more efficiently or effectively. Yes [ ] No [ ]
- iii** It is useful for professional activities and services. Yes [ ] No [ ]
- iv** It is useful for non-professional activities and services. Yes [ ] No [ ]
- v** It helps staff to concentrate on core activities and services. Yes [ ] No [ ]
- vi** It requires due to shortage of permanent staff. Yes [ ] No [ ]

**10. In your opinion outsourcing became a trend in the library:**

Yes [ ] No [ ]

**If yes! In which areas it is useful for library**

Professional		Non-Professional	
Manual	Automated	Yes	No
Yes	No	Yes	No

**7. Do you think outsourcing plays an important role for library in adopting new technologies?**

Yes [ ] No [ ]

**11. Please indicate are you agree or not with each statement. (Please write the appropriate number for each statement)**

**1 = Strongly Agree; 2 = Agree; 3 = Neutral; 4 = Disagree; 5 = Strongly Disagree**

**Outsourcing**

- a) Helps to enhance the library services. [1 2 3 4 5]
- b) Required due to lack of skilled staff . [1 2 3 4 5]
- c) Became a trend for library modernization. [1 2 3 4 5]
- d) Helps library to introduce new value added services. [1 2 3 4 5]
- e) Helps library to provide better services. [1 2 3 4 5]
- f) Helps to acquire new ideas and technology easily. [1 2 3 4 5]
- g) Better to cope up shrinking budget. [1 2 3 4 5]
- h) Increases the quantity of library product and services. [1 2 3 4 5]
- i) Improves the reputation of library. [1 2 3 4 5]
- j) Reduce expenses. [1 2 3 4 5]

**12. In your opinion, using outsourcing in library as compared to doing work In-house is:**

Less Expensive		Or	More Expensive	
Time Saving		Or	Time Consuming	
More Useful		Or	Less Useful	
Easy to adopt new technology		Or	Difficult to adopt new technology	
Enhances the standardization		Or	Fear to decline library reputation	
Increases the quantity of product & services		Or	Reduces the quantity of product & services	
Increases the quality product & services		Or	Decrease the quality of product & services	
Improves the staff skills & attitude		Or	Reduces staff morale	
Preferred to cope up with staff shortage		Or	Less preferred due to lose the control	

**13. Please give your valuable suggestions**

---

**Date:-----**

**(Signature)**