

OUTSOURICING IN MANAGEMENT INSTITUTION LIBRARIES

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ABSTRACT: - *The purpose of this research is to study the trends of outsourcing practices among the Management institution Libraries of Mumbai and Konkan region of Maharashtra. Total 55 Libraries of Management institution libraries responded to the survey conducted for the study. The required primary data for the study is collected through the structured questionnaire. The study collected information on the types of functions and services being outsourced by the management institution libraries. The paper reveals that majority of the Libraries prefer to do the core activities of the library in-house and few non - core activities of the Library are outsourced and it is in infancy stage.*

KEY WORDS – *Outsourcing, Privatization, Contracting out.*

1. Introduction: Outsourcing is a strategic management tool by which an organization delegates non-core business functions to specialized and efficient service providers. It can be defined as the strategic use of outside resources to perform activities traditionally handled by internal staff and resources. Through the literature review it is found that most of the traditional library functions i.e. (Cataloguing, Classification, Procurement management, Circulation, Reference service etc.) Which are also called as core function found performed by the Librarian and support staff in the Indian context. “Core

competencies, also labeled as “key”, “Critical”, or “fundamental” are not easy to define”. Benaud and Bordeianu (1998). “Managers need to select and develop the core competencies “ that will provide the firm’s uniqueness, competitive edge, and basis of value for the future” Quinn and Hilmer. Concentrate the firm’s own resources on a set of “core competencies” where it can achieve definable preeminence and provide unique value for customers. J.B. Quinn, T.L. Doorley, and P.C. Paquette (1990 pp 79-87). Strategically outsource other activities — including many traditionally considered integral to any company — for which

the firm has neither a critical strategic need nor special capabilities. J.B. Quinn (1992, pp. 71–97). Gary Hamel and CK Prahalad (2002) defined “Outsourcing” as the process through which one company hands over part of its work to another company, making it responsible for the design and implementation of the business process under strict guidelines, regarding requirements and specifications from the outsourcing company. This process is beneficial to both the outsourcing company and service provider, as it enables the outsourcer to reduce costs and increase quality in non-core areas of the business and utilize their expertise and competencies to the maximum.

Outsourcing in Libraries: Libraries has a long tradition of outsourcing low-level processes and the routine parts of some professional activity such as catalogue card production, photocopying, book binding, handling journal subscriptions, book jacketing and labeling etc.

The most significant advantages of outsourcing are focus on core activities, cost savings, access to experience, improving performance, and flexibility. Main disadvantages of outsourcing are loss of managerial control over outsourced operations, threat to security and confidentiality, quality problems, hidden costs and reallocation of existing teams. GulzhanatTayauova (2012).

This study attempts to gather information reveal the current outsourcing practices among libraries i.e. outsourcing of acquisitions, technical processing, Library automation, application of ICT in the libraries, preservation and

conservation, facilities management and cloud computing etc. The purpose of this study is to survey the selected Management institution libraries in Konkan region of Maharashtra to ascertain the extent of outsourcing activities engaged by the libraries. The study aimed to focus on the following objectives:

2. The objectives of the study :

1. To study the significance of outsourcing used in Library Management
2. To investigate the range and scope of outsourcing in the Libraries
3. To study the perception of Librarians on outsourcing
4. To suggest measures to improve the academic Libraries through outsourcing

3. Methodology: The present study is based on survey method. Management college (Institution) Libraries of Konkan region of Maharashtra are selected for the study. The survey method, with a structured questionnaire as the data collecting instrument was used.

4. Hypothesis:

1. Libraries prefer to outsource non-core activities.
2. Outsourcing helps the Librarians to concentrate on core activities of the Library.
3. Outsourcing awareness is need of the hour.

5. Literature Review

In order to know the nature of earlier research on the various aspects of the proposed research topic literature was searched through various databases, e-resources, print resources i.e. books, journals and thesis etc. The brief review of literature consulted for present study is described as under.

Benaud and Bordeianu (1998) opined that thorough analysis of library functions might reveal that some operations commonly considered core services are not. Librarians have differing perceptions of where core services end and peripheral services begin. For example, Cataloguing and selection, once taken for granted as core services, are now being outsourced by some libraries.

James, Shamchuk, & Koch (2015) studied changing roles of Librarians and Library technicians in the study conducted on Libraries of Canada. The results of the study suggested that both librarians and library technicians perceive their roles as growing in scope and complexity and that the lines of responsibility were blurring. A majority of respondents indicated that they perceive a change in their roles in the past five years and commented on what the perceived changes were. Further stated that Librarian and library technician roles may be shifting away from what may be viewed as traditional or clearly defined responsibilities and both librarians and library technicians may be taking on new tasks as well as experiencing task overlap. All library staff will need to be fluid, adaptable, and open to

change. Library school curricula and workplace training need to incorporate the development of these competencies.

GulzhanatTayauova (2012) commented that The most significant advantages of outsourcing are focus on core activities, cost savings, access to experience, improving performance, and flexibility. Main disadvantages of outsourcing are loss of managerial control over outsourced operations, threat to security and confidentiality, quality problems, hidden costs and reallocation of existing teams.

Hill (2009) examined in the PhD dissertation the discourse surrounding the contracting process when a public library's management and staff are outsourced. He studied the power relationships between the community members, the local government, and the contractor as well as the library contracting process. This study is the description of outsourcing as a larger phenomenon rather than a detailed look at one particular library. This research focuses on the public library management contracting that has occurred in the United States and does not examine what is happening in other countries.

Mahadeb & Dibyendu (2013) reviewed the study of library and information outsourcing function and services and it provides insight of librarians and information managers to address the issues and take decisions to outsource. In the conclusion they says that Outsourcing programme based on appropriate methods and management

may help the libraries in solving some of their problems e.g. limited budget, staff shortage etc. and will be used as a tool to revitalize the organization and be allowing for more cooperative environment with updated and renewed values by bridging the knowledge gap.

6. Data analysis and interpretation (Findings):

Gathered data is analyzed and presented in the form tables and graphs.

6.1 Use of outsourcing in Library Acquisition (Procurement Management):

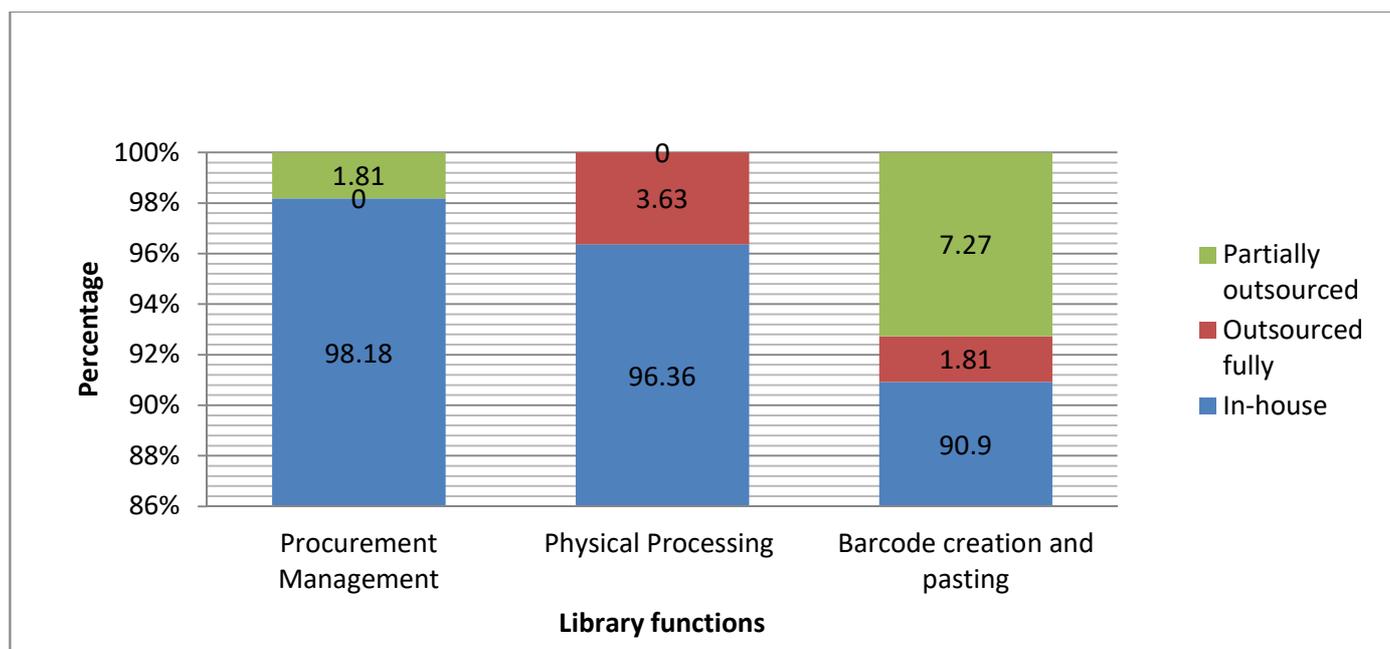
The observations of the present study concerning procurement management are analyzed as under.

Table 1. Use of outsourcing in Acquisition (Procurement Management)

Functions	In-house	Outsourced fully	Partially outsourced
Procurement Management (Book selection, Collection development, Preorder searching, Use of approval plan, etc.)	54 (98.18%)	0	1 (1.81%)
Physical Processing (Stamping, labelling, Pasting etc.)	53 (96.36%)	2 (3.63%)	0
Barcode creation and pasting	50 (90.90%)	1 (1.81%)	4 (7.27%)

Fig no. 1

Use of outsourcing in Acquisition (Procurement Management)



Observation

The table No.1 and Fig. No.1 shows that the vast majority of libraries perform the acquisition function In-house. It is observed that only one library partially outsource the library procurement Management functions and 7.27% libraries partially outsource the work of Barcode creation and Pasting. Most of the libraries have qualified librarians so maximum libraries may prefer in-house Procurement management system. The use of outsourcing in procurement management is in very smaller quantity.

The Library procurement management function is one of the core activities of library and in this study it is found that most of the libraries adopted the in-house method for the library acquisition/procurement management function rather than outsourcing. Hence the hypothesis, “Libraries prefer to outsource non-core activities.” is valid.

6.2 Use of outsourcing in Library Technical Processing: The observations of the present study related to the use of outsourcing in Library technical processing is described as under.

Table 2 Use of outsourcing in Technical Processing

Technical Processing functions	In-house	Outsourced fully	Partially Outsourced	Not Responded
Cataloguing	55 (100%)	0	0	0
Copy cataloguing	43 (78.18%)	1 (1.81%)	1 (1.81%)	15 (27.27)
Subject heading	54 (98.18%)	1 (1.81%)	0	0
Authority control/Taxonomy	54 (98.18)	0	1 (1.81%)	0
Scanning of Table of content/Summary & notes	47 (85.45)	1 (1.81%)	2 (3.63%)	15 (27.27)
Classification/Re –classification	53 (96.36)	1 (1.81%)	0	1 (1.81%)

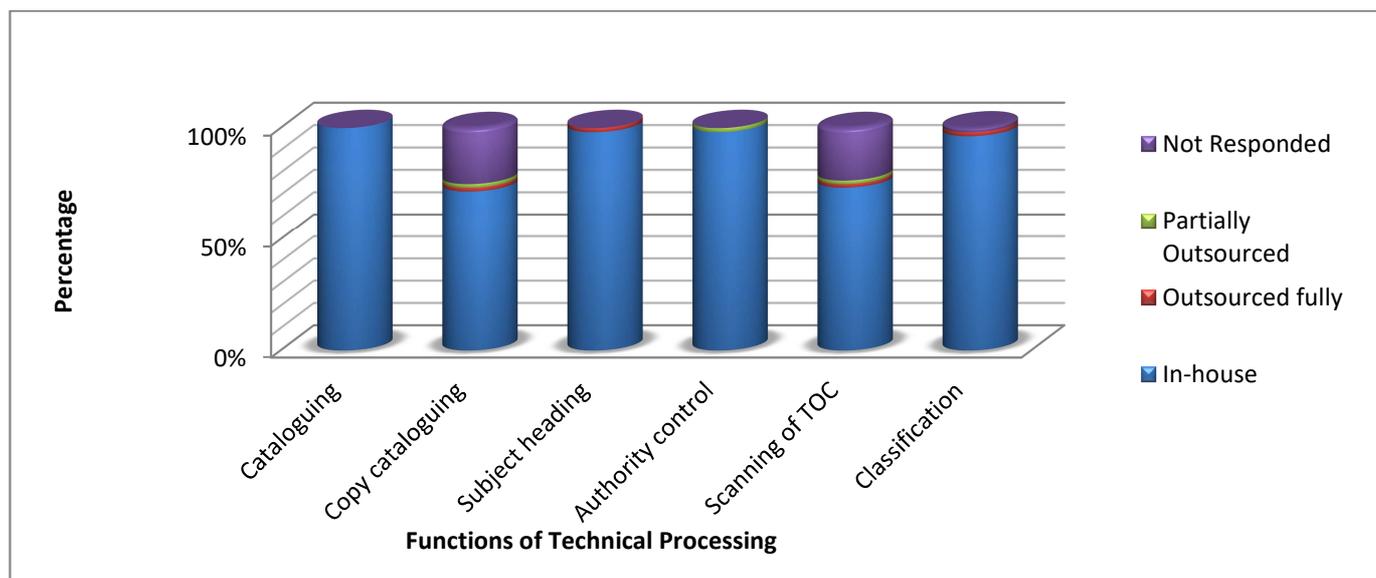
Fig no. 2***Use of outsourcing in Technical Processing*****Observation**

Table No. 2 and Fig.No.2 describes that Large No. of libraries indicated that they do the Technical processing functions of the Library in-house with the professionally qualified librarians. 1.81% respondent indicated that it fully outsource copy cataloguing; 1.81% Libraries outsource subject headings; 1.81% Library outsource Authority control; 3.63% Libraries outsource scanning of table of content, summary and notes; 1.81% library outsource classification work whereas 1.81% library partially outsource copy cataloguing; 1.81% Library outsource partially Authority control and 3.63% libraries Partially outsource scanning of table of content, summary and notes etc.

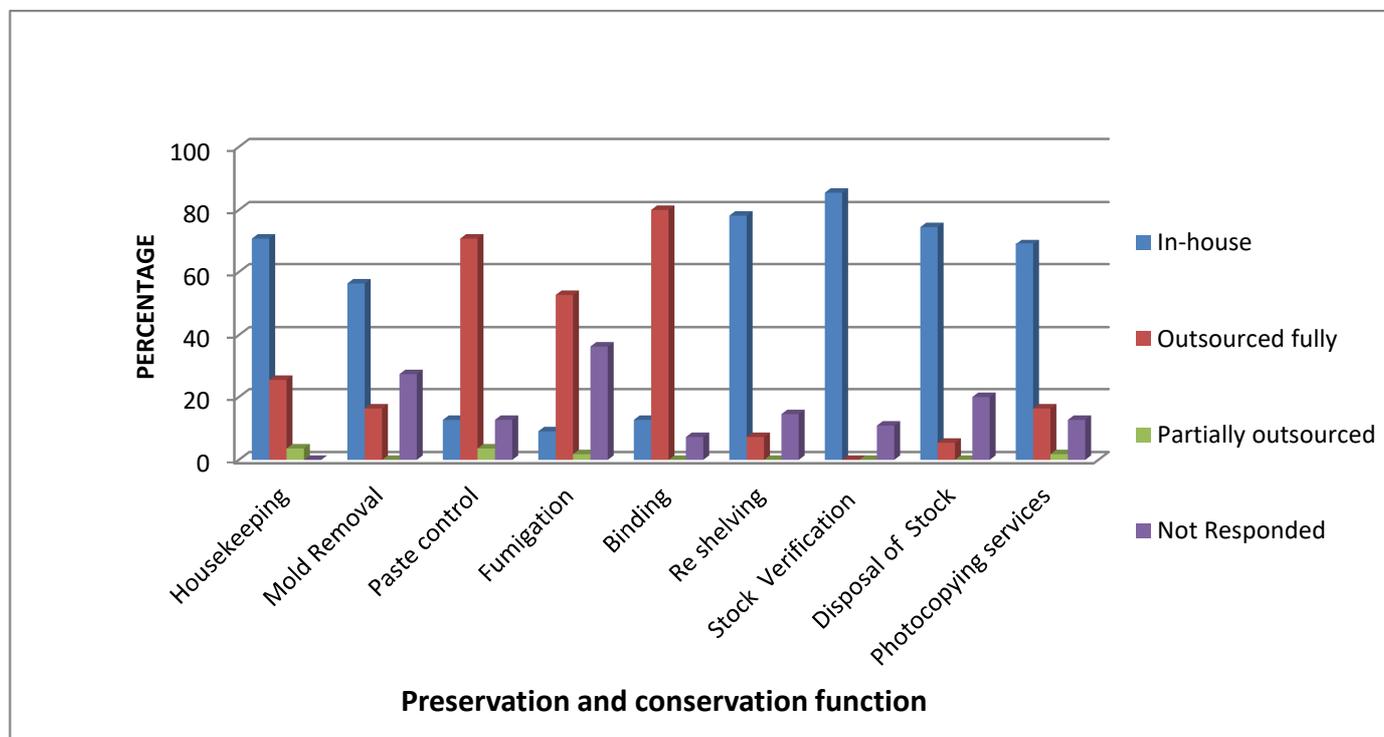
The Library technical processing function is one of the core activities of library and in this study it is found that majority of the libraries adopted the in-house method for the library technical processing function rather than outsourcing. Hence the hypothesis, “Libraries prefer to outsource non-core activities” is valid.

6.3 Use of outsourcing in Library preservation and conservation function:

The observations of the present study are analyzed as under.

Table 3 Use of outsourcing in Library preservation and conservation function

Use of outsourcing in Library Preservation and Conservation functions	In-house	Outsourced fully	Partially outsourced	Not Responded
Regular dusting and housekeeping	39 (70.90%)	14 (25.45%)	2 (3.63%)	0
Mold and Mildew removal	31 (56.36%)	9 (16.36%)	0	15 (27.27%)
Paste control& Anti-Termite treatment	7 (12.72%)	39 (70.90%)	2 (3.63%)	7 (12.72%)
Fumigation	5 (9.09%)	29 (52.72%)	1 (1.81%)	20 (36.36%)
Binding	7 (12.72%)	44 (80%)	0	4 (7.27%)
Re shelving	43 (78.18%)	4 (7.27%)	0	8 (14.54%)
Stock Verification	47 (85.45%)	0	0	6 (10.90%)
Disposal of Redundant Stock	41 (74.54%)	3 (5.45%)	0	11 (20%)
Reprographic/Photocopying services	38 (69.09%)	9 (16.36%)	1 (1.81%)	7 (12.72%)

Fig no. 3**Use of outsourcing in Library preservation and conservation function**

The Table No.3 and Fig.No.3 indicates the data about the use of outsourcing in library preservation and conservation functions. It is observed that the function Binding 80%; Past control & Anti-termite treatment 70.90%; Fumigation 52.72%; Regular dusting and housekeeping 25.45%; Mold and Mildew removal 16.36% are under fully outsourced group. However Stock verification 85.45%; Reshelving 78.18%; Disposal of redundant stock 74.54%; Reprography services 69.09% Regular dusting and housekeeping 70.90%; Mold and Mildew removal 56.36% are found performed in-house. Whereas Regular dusting and housekeeping 3.63%; Past control & Anti-termite treatment 3.63%; Reprographic services 1.81% were found under partial outsourcing.

The Library preservation and conservation function is considered as one of the non-core activities of library and in this study it is found that large no. of the libraries preferred the outsourcing method for the library preservation and conservation function instead of doing it in-house. Hence the hypothesis, "Libraries prefer to outsource non-core activities." is valid.

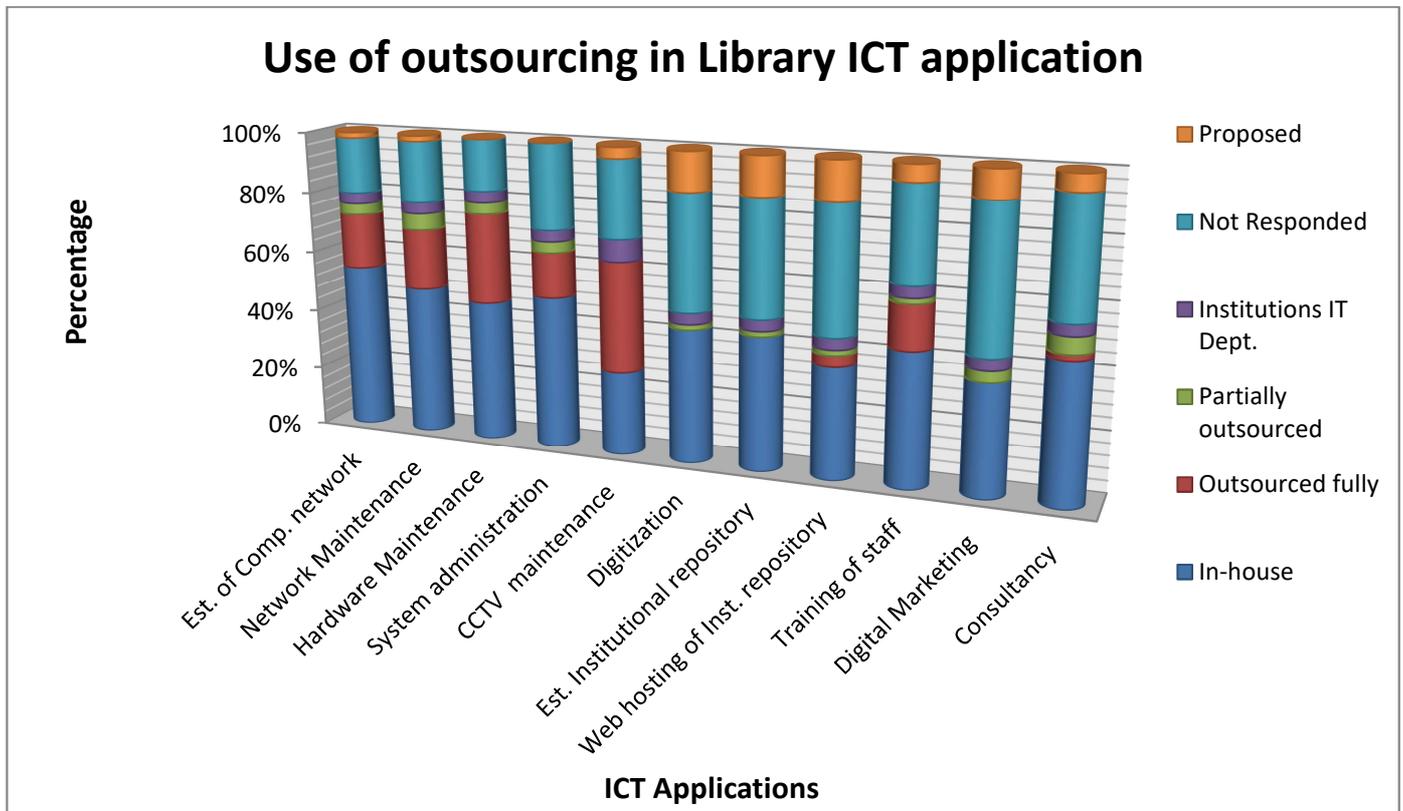
6.4 Use of outsourcing in Library ICT application

The observations of the present study are analyzed as under

Table 4 Use of outsourcing in Library ICT application

Use of outsourcing in Library ICT Applications	In-house	Outsourced fully	Partially outsourced	Institutions IT Dept.	Not Responded	Proposed
Establishment of Computer network	30 (54.54%)	10 (18.18%)	2 (3.63%)	2 (3.63%)	10(18.18%)	1 (1.81%)
Network services and Maintenance	27 (49.09%)	11 (20%)	3 (5.45%)	2 (3.63%)	11 (20%)	1 (1.81%)
Hardware Maintenance	25 (45.45%)	16 (29.09%)	2 (3.63%)	2 (3.63%)	9 (16.36%)	0
System administration	27 (49.09%)	8 (14.54%)	2 (3.63%)	2 (3.63%)	15 (27.27%)	0
CC TV installation and maintenance	15 (27.27%)	20 (36.36%)	0	4 (7.27%)	14 (25.45%)	2 (3.63%)
Digitization	24 (43.63%)	0	1 (1.81%)	2 (3.63%)	21 (38.18%)	7 (12.72%)
Establishing Institutional repository	24 (43.63%)	0	1 (1.81%)	2 (3.63%)	21 (38.18%)	7 (12.72%)
Web hosting of Institutional repository	20 (36.36%)	2 (3.63%)	1 (1.81%)	2 (3.63%)	23 (41.81%)	7 (12.72%)
Training of staff	24 (43.63%)	8 (14.54%)	1 (1.81%)	2 (3.63%)	17 (30.90%)	3 (5.45%)
Digital Marketing of Library	20 (36.36%)	0	2 (3.63%)	2 (3.63%)	26 (47.27%)	5 (9.09%)
Decision support/Consultancy on Library process modernization	25 (45.45%)	1 (1.81%)	3 (5.45%)	2 (3.63%)	21 (38.18%)	3 (5.45%)

Fig no. 4
Use of outsourcing in Library ICT application



The Table 4 and Fig. No.4 explains about the use of outsourcing in Library ICT application. Under the establishment of computer network 18.18%; Network services and maintenance 20%; Hardware maintenance 29.09%; System administration 14.54%; CC TV installation and maintenance 36.36%; Web hosting of institutional repository 3.63%; Training of staff 14.54%; Decision support/Consultancy on Library process modernization 1.81% were found fully outsourced.

However, it is found that the functions Digitization 43.63%; Establishment of institutional repository 43.63%; Digital marketing of Library were mostly done in-house and two institutions has dedicated IT department to handle all the functions under Library ICT applications.

It is noticed that establishment of computer network 3.63%; Network services and maintenance 5.45%; Hardware maintenance 3.63%; System administration 3.63%; Digital marketing of Library 3.63% and Decision support/Consultancy on Library process modernization 5.45% found under the partial outsourcing. Digitization 12.72%; Establishing Institutional repository 12.72%; Web hosting of Institutional repository 12.72%; Digital Marketing of Library 9.09% are top listed under proposed outsourcing activities.

Implementing the Library ICT application is considered as one of the non-core activities of library and requires professionally skillful person. In this study it is found that some libraries preferred to work in-house for the Implementing the Library ICT applications; some libraries preferred the

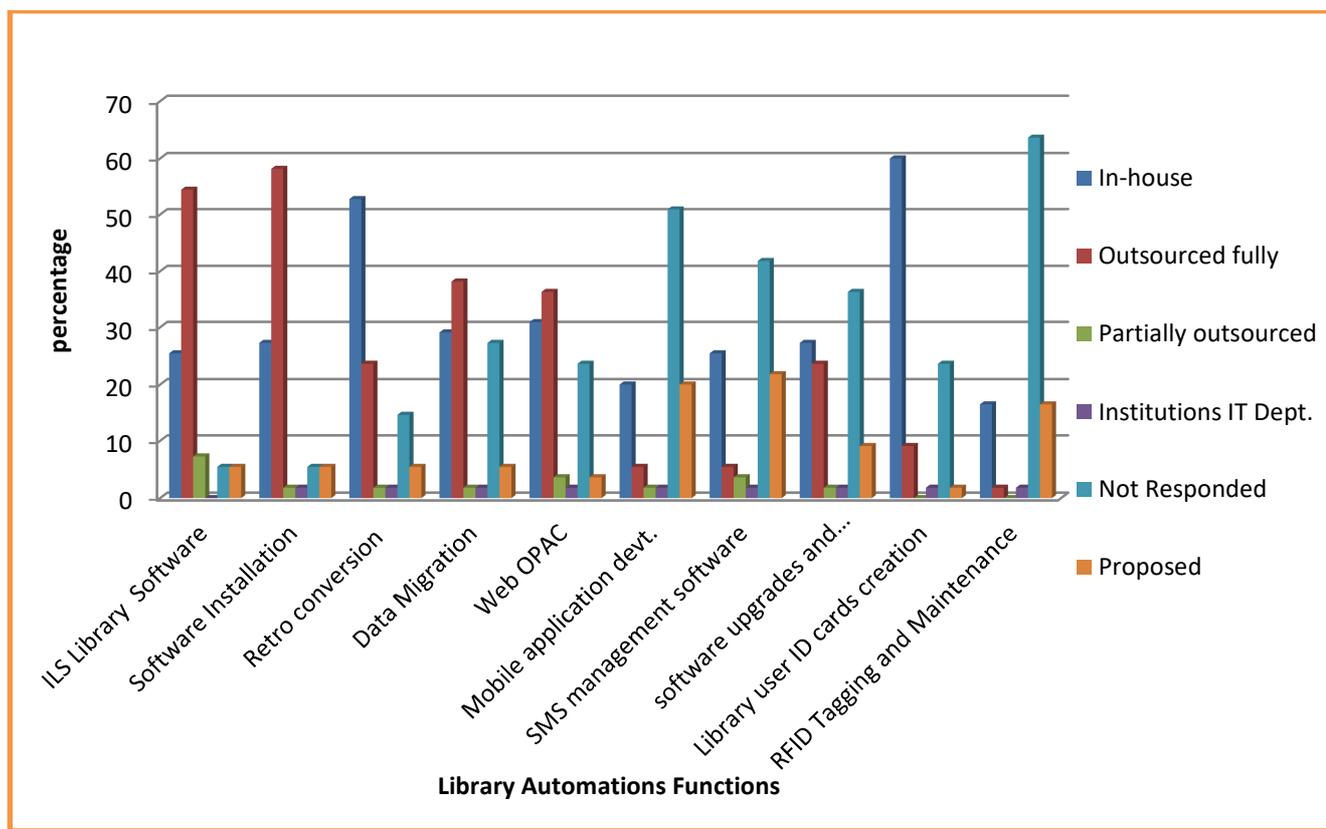
outsourcing rather than doing it in-house and few libraries has in-house department to handle the ICT issues whereas the libraries which did not responded to this question are comparatively in large quantity. Hence the hypothesis, “Outsourcing awareness is need of the hour.” is valid.

6.5 Use of outsourcing in Library automation

The observations of the present study are analyzed as under.

Table 5 Use of outsourcing in Library Automation

Use of outsourcing in Library Automation	In-house	Outsourced fully	Partially outsourced	Institutions IT Dept.	Not Responded	Proposed
Integrated Library Automation Software	14 (25.45%)	30 (54.54%)	4 (7.27%)	0	3 (5.45%)	3 (5.45%)
Software Installation	15 (27.27%)	32 (58.18%)	1 (1.81%)	1 (1.81%)	3 (5.45%)	3 (5.45%)
Retro conversion/Data entry	29 (52.72%)	13 (23.63%)	1 (1.81%)	1 (1.81%)	8 (14.54%)	3 (5.45%)
Data Migration	16 (29.09%)	21 (38.18%)	1 (1.81%)	1 (1.81%)	15 (27.27%)	3 (5.45%)
Web OPAC	17 (30.90%)	20 (36.36%)	2 (3.63%)	1 (1.81%)	13 (23.63%)	2 (3.63%)
Mobile application development for Library services.	11 (20%)	3 (5.45%)	1 (1.81%)	1 (1.81%)	28 (50.90%)	11 (20%)
SMS management software	14 (25.45%)	3 (5.45%)	2 (3.63%)	1 (1.81%)	23 (41.81%)	12 (21.81%)
System and application software upgrades and maintenance	15 (27.27%)	13 (23.63%)	1 (1.81%)	1 (1.81%)	20 (36.36%)	5 (9.09%)
Library user ID cards creation	33 (60%)	5 (9.09%)	0	1 (1.81%)	13 (23.63%)	1 (1.81%)
RFID Tagging and Maintenance	9 (16.36%)	1 (1.81%)	0	1 (1.81%)	35 (63.63%)	9 (16.36%)

Fig no. 5***Use of outsourcing in Library Automation***

The table no.5 and figure no.5 shows the response received on the use of Outsourcing in Library automation activities.

It is observed that-

1. 58.18% Libraries fully outsourced ready-made library automation software from the outside agency; 25.45% libraries use in-house; 5.45% libraries proposed to outsource whereas 5.45% libraries did not respond.
2. 58.18% Libraries outsourced software installation process; 27.27% libraries use to install the software in-house; 1.81% institution has dedicated IT department for this work; 1 library partially outsource; 5.45% Proposed and 5.45% did not respond.
3. 23.63% Libraries fully outsourced the retrospective conversion work of the Library automation; 52.72% Libraries did this work in-house; 1.81% institution partially outsourced; 1.81% institution has dedicated IT department which completed retrospective conversion work; 5.45% institutions proposed to outsource and 5.45% institution did not respond.

4. 38.18% libraries fully outsourced data migration work; 29.09% libraries did datamigration work in-house; 1.81% institution has dedicated IT department for this work; 1.81% library partially outsource ; 5.45% Proposed and 27.27% did not respond.
5. 36.36% libraries fully outsourced web OPAC facility; 30.90% libraries maintain web OPAC in-house; 1.81% institutions has dedicated IT department for this work; 3.63% libraries partially outsource; 3.63% Proposed and 23.63% did not respond.
6. 3.63% libraries fully outsourced mobile application development; 20% libraries develop it in-house; 1.81% institutions has dedicated IT department for this work; 1.81% libraries partially outsource; 20% Proposed and 50.90% did not respond. Large no. of libraries did not respond may not have implemented mobile application development facility for the library.
7. 5.45% libraries fully outsourced SMS management software; 25.45% libraries develop it in-house; 1.81% institution has dedicated IT department for this work; 3.63% library partially outsource; 21.81% Proposed and 41.81% did not respond.
8. 23.63% libraries fully outsourced system and application software upgrades and maintenance of software; 27.27% libraries in-house; 1.81% institutions has dedicated IT department for this work; 1.81% libraries partially outsource; 9.09% Proposed and 36.36% did not respond.
9. 9.09% libraries fully outsource library ID card creation work; 60% libraries in-house; 1081% institution has dedicated IT department for this work; 1.81% Proposed and 23.63% did not respond.
10. 1.81% library fully outsource RFID tagging and maintenance; 16.36% libraries in-house; 1.81% institution has dedicated IT department for this work; 16.36% Proposed and 63.63% did not respond may be due to less use of RFID system.

In automation process it is found that maximum libraries prefer ready-made software and also it is installed by the vendor so these activities are outsourced. Retrospective conversion, data migration and web OPAC functions were outsourced by few libraries; for mobile application, SMS management software, to update system and application software's, creation of ID or Borrower cards and RFID tags were outsourced by very few libraries. Hence the hypothesis, "Libraries prefer to outsource non-core activities." is partially valid.

Table No.6 Librarians opinion on core and noncore functions of the library.

State ment no.	Statements on Outsourcing Practices (Respondents experience and perception on outsourcing)	Opinions			
		Agree	Neutra l	Disagree	Not replied
1.	Outsourcing is useful only for non – core/Non - professional activities of Library	(65.45)	(25.45)	(7.27)	(1.81)

From table no. 6 the statement “**Outsourcing is useful only for non – core/Non - professional activities of Library**” is analyzed and it is found that Most of the respondents i.e. 65.45% expressed their opinion that ‘Outsourcing is useful only for non – core/Non - professional activities of Library’; 7.27% respondents disagreed with it; 25.45% remain neutral; 1.81% did not respond. It means that majority of respondents opined that outsourcing is only useful for non-core and non-professional activities of the library so majority of Librarians are against the use of outsourcing for core functions but replied in favor of outsourcing the non-core and non-professional activities of the library.

Hence the hypothesis, “Libraries prefer to outsource non-core activities.” is valid.

Conclusion:

In the area of acquisition and technical processing, the extent of outsourcing was quite minimal. Although some libraries have found outsourcing Library ICT applications (Installation and maintenance), preservation (Mold and mildew removal, Fumigation, Paste control and Anti termite treatment) and Library automation (Readymade Library software, Software installation retrospective conversion) etc. the findings indicated that use of outsourcing in initial stage.

It’s a remarkable view that many of Librarians preferred outsourcing only for the non-core functions and activities of the Library. Focusing on Libraries core activities and practicing outsourcing non-core activities for a specialized job provides more control and fulfillment of the

desired task. The specialized jobs like preservation& conservation, ICT Management (Installations and maintenance), Retrospective conversion of large collections and digitization of large amount of documents would be completed with the outsourcing. These type of work required outsourcing practices for a specific period (up to completion of the retrospective work) in some cases frequently or usually once per year. Libraries may use outsourcing for these non-core activities. Outsourcing is subjective to Librarians decision wherein he must make a self-study in terms of size of collection, No. of users, availability of skilled human resources and infrastructure, expected time period for completion of specific task would be the criteria for the justification to determine the need of outsourcing for the improvement in the overall

library management. To modernize and the academic libraries awareness about the strategic use of outsourcing is the need of the hour.

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