

**EXPLORING OUTSOURCING OPTIONS FOR TECHNICAL SERVICES IN
UNIVERSITY LIBRARIES: CASE OF UNIVERSITY OF NAIROBI LIBRARY
SYSTEM**

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DECLARATION

This research project is my original work and has not been submitted to any other university.

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DEDICATION

To the Almighty God for having enabled me reach this far. He surely makes all things possible at His own appointed time.

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ABSTRACT

The study assessed and evaluated the practices of outsourcing at University of Nairobi's library technical services section with the main objective of finding out the outsourcing options available for such a library system. Considering that the University of Nairobi is the first public university to be established in Kenya, the study is aimed at exploring the outsourcing issue in a university library setting and at the same time provide quantifiable data which could be used to formulate and uncover useful research insights. Other objectives included finding out possible implications of outsourcing in university libraries with reference to the University of Nairobi library system, establishing the challenges facing libraries in relation to outsourcing of technical services and giving suggestions on how to implement outsourcing practices that could enhance the value of library services in the university environment. This study used a case study research design involving both qualitative and quantitative. Case study method was used to study the problem because of the small size of the target population. The sample for the research comprised of the total membership of staff from the technical department of the library, all the branch librarians, all the deputy directors and the university library and information director. The study used open-ended and closed questionnaires to collect data from the respondents. The data collected from the research was analyzed against the objectives and the results presented by the use of tables, charts, pie-charts, and narrative for documentary information collected from both the secondary and primary sources. Quantitative data was analyzed using descriptive statistics and prose discussions. The study findings revealed that outsourcing is not practiced at the University of Nairobi library system. There is need for the university library system to establish outsourcing as a means to supplement existing services. The library system should strategically assess its partners with a view of not only reaping the fruits of cost reduction but also benefiting from cutting-edge technology available elsewhere. There is also need to have an outsourcing policy in place, and re-engineer the acquisitions function in the light of new technologies. Outsourcing should be re-defined in the whole university in order to improve productivity.

ABBREVIATIONS AND ACRONYMS

BPO	Business Process Outsourcing
JKML	Jomo Kenyatta Memorial Library
RBV	Resource Based View theory
TCE	Transaction Cost Economics theory
UoN	University of Nairobi

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter presents the introduction and background information to the study on outsourcing options for technical services in university libraries : case of University of Nairobi library system. The chapter describes the study problem and motivation for the study and its aim and objectives, research questions, assumptions, scope and limitations. The significance of the study and how it contributes to existing research and policy and decision making in this area is also discussed here.

1.2 Background to the Study

Outsourcing is a business practice that has been around for a long time even though in different guises. This is the new practice for contracting out services in organizations. In the Western world, the practice evolved from the industrial revolution whereby a network of complimentary interrelationships existed between big industries and smaller enterprises for the manufacture of parts and components or for certain processing and finishing operations (Manning, Massini & Lewin, 2008). Since the 1990s, outsourcing has been transformed from a simple task to an innovative management strategy. Scholarly and trade literature are now littered with strategic outsourcing decision making strategies (Nyamamba, 2007).

Studies indicate that libraries and information systems have now followed suit and it is common to find services like janitorial and photocopying being offered by outside vendors. Around 1901, the Library of Congress started mass-production of catalogue

cards and provided them to other libraries, in the process perhaps becoming the first vendor of cataloguing services. Over the years, libraries have contracted out not only cataloguing services, but other functions such as labeling or fitting of plastic jackets as well as the development of automated systems and the acquisition of materials. These practices were not generally labeled as outsourcing when first adopted but it is only in the context of recent developments that this term has been applied. Unlike in the traditional outsourcing model where the service provider only performed well-controlled activities, the current outsourcing has gradually changed since the providers have significant capabilities and a higher level of knowledge than the outsourcers. Indeed, it is now observed that outsourcing has evolved and been transformed into problem solving outsourcing based on long-term cooperation between the two partners. In addition the practice enables the exploitation of tacit knowledge that would otherwise be costly and almost impossible to replicate within the seeker of services (Sirec, Rebernik & Hojnik, 2012).

Study findings in Australia reveal that outsourcing provides opportunities to re-distribute staff more efficiently and effectively across more value adding activities as opposed to back office processes (Macroplan Australia, 2010). This meant that the reduction of back office activities afforded staff opportunity to offer services in other areas. The study concluded that outsourcing generated a range of benefit multipliers such as having productivity/cost effectiveness gains since there was increased output for the same or reduced inputs, social/user benefits (reallocation of resources leading to value addition and increased user benefits) and floor space productivity benefits (since less space is needed for cataloging and backhouse activities and the extra space released for other events, new books and non-book stock). In the United Kingdom for

instance, a number of legal firms have completely outsourced in-house libraries to external, commercial service providers since 2009 (Lickley, 2014). The firms outsourced because they appeared to value library services and wanted best value-for-money. The firms outsourced not to obtain cheaper version of existing service, but to gain more services for existing budgets.

Proponents of outsourcing of library services often say that doing so actually has positive effects not only to the library but also information workers and especially the community of users. The often reiterated advantage to outsourcing is that the practice frees up time for the employees to focus on core information services of librarianship like customer service. According to Hoffert (2007), library systems that outsource book selection are able to allow librarians to focus on collection analysis. Similarly, the librarians selecting become “liaisons” who review vendor lists and construct detailed analyses and distribute materials to the branches. In addition, the librarians have time to collect turnover reports to find out what is circulating most and weed appropriately. Outsourcing also compels management to develop new competencies and decision-making processes. Now they are forced to manage relationships instead of internal functions and processes. Management also has to make decisions on activities to be outsourced and the extent to which they should be outsourced.

Document review analysis points out that outsourcing in libraries and information centres is rather a controversial subject. In business organizations, functions that are not directly related to the organization’s perceived core values are mostly outsourced, while core competencies or functions are kept in-house. Libraries operate in constantly changing environment. Library functions, information services,

organization of knowledge and resources are all subject to the paradigm shift. In such environment it is not easy to point out what constitutes core or non-core competency or function.

It is possible to outsource services without sacrificing either service or control. Outsourcing should be considered only if there appears to be no other options, suitable outside management can be found, and precautions are taken to keep the library under the control of the management. For the purposes of this study, outsourcing of library technical services refers to the outsourcing of acquisitions, cataloguing and processing of information collections and resources. If a function can be outsourced with no detrimental impact on library services while at the same time saving valuable time and money, then outsourcing is a viable option for that function. Outsourcing of cataloging functions in some selected situations is an effective tool for managing technical services operation in libraries.

Normally selection of materials is done by the library and information staff but the actual acquisition can be outsourced to some other entities that are well-versed in the book trade world. This is even more relevant in the face of the Procurement Act in Kenya, which requires that all purchases of materials including information materials in public offices undergo the procurement procedures, in which at least three quotations of each item from three suppliers have to be received. This requirement makes procurement in the library, like in any other public entity, end up being tedious and time consuming. This red tape can be gotten rid of if the entity to do acquisitions had been procured earlier and all the contractual terms set.

1.2.1 University of Nairobi

The University of Nairobi (UoN) was set up by an Act of Parliament in 1970 although it started off as the Royal Technical College of East Africa in 1952. It was promulgated into the university status in 1972 (Laws of Kenya, 2012). The university received a charter in 2013. The mission of the University is “to provide quality university education and training and to embody the aspirations of the Kenyan people and the global community through creation, preservation, integration, transmission and utilization of knowledge.” (UoN 2008).

The UoN has experienced rapid development and growth in terms of student intake and expanded academic programmes. This has necessitated the formation of constituent colleges across the country. From the onset, the library has been part of the growth of the university. At present, the University of Nairobi library system is composed of the main library, Jomo Kenyatta Memorial Library (JKML), and fourteen branch libraries. All these have the core mission of providing contemporary information services that empowers the university in carrying out core activities of teaching, learning, research and community services and consultancy (UoN Library System brochure, 2012). Furthermore, UoN has developed a five-year Strategic Plan 2008-2013 with the aim of revamping university programmes and making the institution world class.

One of the areas which the strategic plan looks at is library services (UoN, 2008). The library is a nexus of information professionals dedicated to advancing the mission of the university. To successfully meet this, the library has spearheaded the teaching of library and information science courses at the university. In order to stay focused on

the university's mission in the face of dwindling resources, there is need for library management system to explore outsourcing options for information services. There is need to take up the benefits of the specialized services offered by vendors and other entities to reduce expenses involved in such tasks. According to the University of Nairobi Library Services Strategic Plan of 2005-2010, provision of current, timely and quality information in the face of the university's rapid growth is a major challenge given the rising cost of information resources. The government has been facing constraints in funding universities (Cheboi, 2004).

1.3 Statement of the Problem

There has been tremendous growth in higher education in Kenya with universities and tertiary colleges having grown exponentially. This has led to competition for the scarce resources available, with the worst being the tightening of budgets which has also affected the university libraries. The result is that the role of assisting the parent institutions towards achieving teaching, educational and research goals is inadvertently impacted upon. Organizations are looking at different ways of reducing costs and risks and at the same time increase the quality of services. Universities also need to have effective business models which should be implemented well otherwise they will be disruptive. Outsourcing is now the standard business strategy widely practiced in organizations due to its perceived benefits.

Library services in academic organizations can also take advantage of this strategy to forge ahead. The study aims to find out if outsourcing is being practiced in the University of Nairobi library system, and if not, suggest ways and means of achieving

efficiency and quality services through the practice. The University of Nairobi library system was chosen for the study owing to the fact that it is the oldest public university in Kenya and therefore assumed to be representative of all the public universities in Kenya. It is also located in the country's capital where the majority of service providers and vendors are also based. Perhaps if outsourcing turns out positively for the University of Nairobi, then the other universities might be able to emulate those positive distinctive features of outsourcing practices.

1.4 Aim of the Study

The aim of this study was to explore the outsourcing options for technical information processing services at the University of Nairobi library system, and if not available, suggest appropriate ways for incorporating the practice in mainstream operations.

1.4.1 Objectives of the Study

The study's objectives were to:

1. Examine the outsourcing practices available for technical information services at the University of Nairobi library system.
2. Explore possible implications of outsourcing in university libraries with reference to the University of Nairobi library system.
3. Establish challenges facing the University of Nairobi library system in relation to outsourcing of technical services.
4. Suggest on how to implement outsourcing practices that could enhance the value of library services in the University of Nairobi library system environment.

1.5 Research Questions

This study examined the following questions:

1. What outsourcing practices are available for technical information services at the University of Nairobi library system.
2. What factors influence decision making in relation to outsourcing in a library system such as the UoN library system?
3. What is the role of the current human resources in UoN library system in the outsourcing decisions?
4. Is the UoN library system focused more on outsourcing or performing the tasks in-house?
5. What is the likely impact of outsourcing on the performance of core activities of UoN library system?
6. What strategies can be put in place to minimize outsourcing challenges at the UoN library system?
7. What are the recommendations to the UoN library system administration which will enhance services through the use of outsourcing?

1.6 Significance of the Study

1.6.1 Theoretical Significance

Reviewing literature on outsourcing, there is hardly any mention of outsourcing practices of technical services in Kenyan university libraries. This study attempted to focus on this concept and open up discussions about the practice in the face of shrinking budgets and changing user needs. The results, conclusions and

recommendations from the study could be used by other researchers as a basis for further research in the area.

1.6.2 Practical Significance

This study would assist the UoN library system to consider outsourcing some of their technical services so as to enable the provision of timely information to its users.

1.6.3 Policy Related Significance

The outcome of the study would enable UoN and other academic libraries in Kenya to come up with strategies for setting up systems that will incorporate outsourcing in their operations.

1.7 Assumptions of the Study

1. The study assumed that UoN library system required to outsource some of the technical services.
2. The study also assumed that there was no outsourcing policy or system in place at the UoN library system.

1.8 Scope and Limitations of the Study

The scope of the study covered only the University of Nairobi library system. This system comprises of the main library (Jomo Kenyatta Memorial Library) and fourteen branch libraries. In addition, the study involved only the library administrators, supervisors and staff from the technical sections but it excluded the functional areas like accounting and human resource management.

The diverse geographical distribution of the university's library branches posed a challenge in data collection. However, the researcher took advantage of information

communication technologies to communicate with far off branches through the use of e-mail.

1.9 Operational Terms and Concepts

Outsourcing

This term is used within the context of contracting out to an outside vendor, organization or individual to perform certain tasks and functions for the organization. These are tasks and functions which could as well have been performed in-house. The output of that function is then reintegrated into the organizational processes.

Technical Services

Technical services in the library world are seen as the sum total of acquisitions, bibliographic control and automation of libraries. In some establishments, technical services are divided into distinct departments such as cataloging, acquisitions, binding and serials. For the purposes of this study however, technical services implies all those activities including selection, acquisition, cataloging and classification and as undertaken at UoN.

1.10 Chapter Summary

The purpose of this chapter was to give the background, problem statement, purpose and value of the study. The general and specific objectives were listed and the scope discussed. The following chapter provides background and history of outsourcing through literature review. Various themes and sub-themes are discussed based on the objectives and research questions formulated in chapter one.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter one provided the background of the study together with an outline of the problem statement and the scope of the study. The objective of the study was given and key terms used in the study were defined as well as the research methodology briefly discussed. This chapter provides systematic review of literature on outsourcing and serves as the basis for information in other chapters. The review is based on specific research questions of the study highlighting various issues of outsourcing.

2.2 Fundamentals of Outsourcing

The use of outsourcing in its various guises has been in existence within the business world for a long time. It originated from the services industry and has spread to different categories of business (Cyber Futuristics, 2007) and now it is a strategic initiative. To save costs, organizations started by outsourcing functions they perceived to be non-core in their business, mainly to improve the financial status of functions. This has since evolved and areas which were core, like customer service, are also being outsourced (Handfield, 2006). Another area which has come up within outsourcing is the business process outsourcing (BPO). This is where total processes such as the human resources or payroll functions are managed by a service provider. BPO, however, is not within the scope of this research.

Primarily, outsourcing consists of three components; the project, the client and the vendor. The three components are interrelated and there is interdependence between them. The client is the organization or entity that would like to outsource a project while the vendor is the party that will take over the project and do the work. The project is the work, functions or services to be outsourced (Power, Desouza & Bonifazi, 2006:3-4). Outsourcing of functions or services does not mean that the client is free from being accountable. Accountability for the effective working of the outsourced environment remains with the client.

2.3 Outsourcing and its Implications in Academic Libraries

Outsourcing is the business strategy in which the third party is contracted to perform non-core activities for the organization. Outsourcing may lead to reduction of operational costs and achievement of efficiency. The practice may also lead to gaining world-class capabilities, creating rich environment of resources that might have been insufficient internally and sharing risks with partner organizations. This resonates well with the strategic plan of UoN which aims at making it a world class university. In a study done in 2011, it was generally indicated that outsourcing has had a positive effect on the overall economy of the United States of America (Mukherjee, 2012). At present, there is room for cloud sourcing of innovation in the academic library world. This is basically the outsourcing of digital information services. Social networking and computing has given rise to the phenomenon where people help each other and now traditional roles like those of reference librarian are slowly disappearing. Library users have changed at rapid speed than the librarians.

Due to the shift in technology, budgets and user expectations, academic libraries have to change with the times. Library and information establishments have to adopt a

business-like approach in information management practices (Makori, 2009:10). One of the most urgent features in library management is the provision of access to information. This is despite the fact that there is an avalanche of information resources now more than ever before in human history. Timely provision of information is hampered if the technical processing of the resources is not done on time. In most libraries there is the imbalance between acquisitions and processing, thereby creating a backlog. The need to catalogue and process backlogs is therefore crucial (Asaolu & Idiegbeyan-Ose, 2014). In addition, as observed by Ibrahim and Kofi (2012), the fact that cataloguers are also given other responsibilities in academic libraries leads to the backlog problem. In such a scenario, outsourcing the cataloging function would be ideal.

The Institute of Chartered Accountants in Australia (2011) gives additional reasons as to why organizations outsource in general. The practice enables organizations to have access to leading-edge technology without capital investment and to transfer risk to the service provider. Service providers are easier to remove or replace as opposed to employees. The practice also enables firms to have delivery of continuous improvements in process effectiveness and efficiency. Outsiders can add fresh perspective to internal processes. This leads to improvement opportunities not seen from inside and better, faster and cheaper way of performing the tasks at hand. There is also leverage of scarce resources although using outsiders calls for due diligence and proper management. There are a number of issues which crop up such as objectives and scope of work to be done should be looked at carefully, access issues need to be tackled, procedures of handling the work need to be employed, and confidentiality issues should be sorted out.

2.4 Overview of Outsourcing Practices in Academic Libraries

In the United States of America, outsourcing in libraries became a prevalent topic in the 1990s. Initially, outsourced services were limited to narrow and auxiliary services like library security, binding, photocopying and janitorial services. These have expanded into more complex and extensive operations such as preservation, cataloguing, retrospective conversion, digitization and reference services among others. For instance, the cataloguing function of the Wright State Universities has been outsourced since 1993 upto the present in an effort to increase quality of the services and decrease the costs of book cataloguing (Hayeka, 2014). Outsourcing saved the libraries of that system 63% of recent costs for cataloguing with no job loss and the entire backlog has been eliminated. With less money spent, the quality and quantity of the library materials significantly increased. Florida college libraries chose outsourcing functions that suited individual situations (CCLA Technical Services Standing Committee, 2008-9).

In Australia, outsourcing of some services such as cataloging is being practiced even though no firm offers comprehensive outsourced library and information services. The scenario is expected to change rapidly to comprehensive outsourcing (Australian Library and Information Association, 2014). Traditionally, outsourcing has been performed for non core activities. Times have changed and now outsourcing of core corporate activities is taking place (Manning, Massini and Lewin, 2008). In Victoria, a group of universities purchase their books collaboratively as the Academic and Research Libraries Acquisition Consortium.

Indian libraries have been outsourcing some of the functions for some time now (Limbachiya, 2008). Depending on the need, outsourcing of such services as cataloging, classification, preservation, shelving, photocopying, binding, translation, bar coding, members' identity cards, indexing, database management, computerization and purchase of products or services is done. Limbachiya (2008) is of the opinion that outsourcing has the potential of lowering overall costs and improving the quality of library services and products. Reasons identified by the Indian libraries for embracing outsourcing include staff are left to concentrate on core activities, there is reduction of operating and training costs, provision of best quality services is guaranteed and customer satisfaction is ensured among others. Outsourcing also opens up new jobs for the upcoming library professionals. These new professionals can now form commercial information and library processing firms to offer such services.

In China, the situation is not any different. There is marked focus on outsourcing of acquisitions and cataloging in university libraries which began to be employed from the 1990s (Qiu & Xiao, 2008:129). The reasons for doing so are similar to those given by Limbachiya in the Indian libraries' case. In addition, the librarians point out that by practicing outsourcing, libraries are encouraged to renovate the operational processes and conduct re-composition or re-engineering of information processing systems. In Japan, 90% of academic libraries outsourced services in one form or the other (Sato & Itsumura, 2008). Services ranging from binding to cataloging and reference services are outsourced.

In Africa, Nigerian university libraries have not been left behind either (Ugah, 2010). The economic situation in the country has made libraries to consider outsourcing in order to cut down costs, improve efficiency and meet the demands of accountability and user satisfaction. Those who have outsourced services are positive about the experience. The services outsourced include photocopying, indexing and abstracting services, collection development services, and binding and book repair (Okogwu, 2013:24).

In Kenya, a number of studies have been done involving outsourcing and the university libraries (Mwai, 2011; Mwai, Kiplang'at, & Gichoya, 2014). However, they are all leaning towards the outsourcing of information communication technology services. There are also other studies looking at outsourcing of non-core services at the Kenyan universities (Biebei, 2008). The non-core services such as photocopying, security and janitorial work have been outsourced. Indeed there are a number of studies touching on outsourcing and BPO issues in business enterprises and organizations but there is no documented study on outsourcing of technical information services in the university libraries in Kenya.

2.5 Negative Aspects of Outsourcing

Outsourcing has also attracted a number of criticisms leveled against it. The chief among these is that it would cause job loss (Alcock, 2012). Indeed it is a difficult claim to assess in the absence of statistics but nevertheless, that is what comes to the fore in the libraries where the outsourcing idea has been floated. There is also the risk of easily getting hooked on dependable service providers as it is human nature to stick to what works. In addition, the in-house staff from the organization doing outsourcing may resent the whole arrangement. This would be the result of not having clear

communication within the organization. The end result would be an exercise in futility which ends up costing more instead of reducing the expenses. Corporate cultures are unique in the sense that each has its own vision, mission and values and with a unique way of communication. These unique features offer the challenge to newly engaged outsourcing partners who are likely to take time to understand the system (Kvedaraviciene and Boguslauskas, 2010).

The client doing the outsourcing may also lack the necessary expertise in negotiating a good contract. This could lead to higher costs and loss of control since the service provider can provide services as per the contract but not to the expected level. The outsourcing contract needs to be specific and fully encompassing with exclusions and inclusions expressed in clear terms. The client who outsources the functions still has to effectively manage those functions in order to get quality services and ensure a successful relationship with the supplier. All aspects of the contract should be well thought out and expressly stated otherwise the cost of outsourcing could be higher than the benefits. The loss of control can subsequently lower job satisfaction, higher stress and greater absence and turnover with the staff (Huws, 2012:14).

A study conducted by Jeffreys (2012) noted that outsourcing could also compromise the quality of service since the commitment which staff had of providing high quality services is diminished. For instance, outsourcing cataloguing diminishes tacit knowledge based in that library. Similarly outsourcing of information systems also poses a threat to data protection, integrity and a host of other security problems. Deloitte did a survey in 2005 of organizations doing outsourcing and the risks they cited included vendor under-performance, loss of control, cost-related problems,

knowledge and confidentiality loss, and hidden costs among others. Subsequently one in four organizations brought back their services in-house (Deloitte, 2005).

Generally, proponents of outsourcing support it from an economic viewpoint while the opponents look at the social consequences of outsourcing. Despite the various views, outsourcing is a feature which cannot be ignored. The practice is already within the library and information industry in various guises. For a while, library and information services were assumed to be non-tangible and therefore could not be contracted out like catering or facilities management. This is no longer the case as library services can be quantified and commodified as any other non income generating activity within the organization.

2.6 Theories of Outsourcing

There are several theories explaining the concept of outsourcing and related processes. They include theory of transaction cost economics, relational view, resource based view, knowledge based view, agency theory, social exchange theory and theory of economics of information among others (Perunovic & Pederson, 2007). This study draws from the two most widely used theories in outsourcing literature; the transaction cost economics (TCE) theory and resource based view (RBV) theory. The TCE theory developed by Ronald Coase states that firms are organized to cut down on transaction costs. TCE is perceived to provide the best decision making tools to aid organizations in outsourcing. The theory explains why some activities are retained by organizations while others are outsourced. The theory identifies two types of costs, production and transactions costs. Outsourcing has the potential of increasing

transaction costs of the activity even though it reduces production costs (Rugman & Verbeke, 2007). As a result, the transaction costs fundamentally influence whatever decision is made as far as outsourcing is concerned. Actually the primary motivation to outsource is to save money.

To do so, then a financial assessment should be undertaken to determine the true cost of processes and services. The current versus the future costs have a major influence on the decision of either going for or against outsourcing. Technical processing of information in libraries is a specialized area that requires investment in resources and skill development. Outsourcing of this area often overlooks the indirect costs that are associated with the function. If a decision is made to outsource, then the aim is to reduce those transaction costs as much as possible, and that can be done by working collaboratively with other institutions which require similar products or services so that the work of setting up and monitoring the contract is shared. This will allow the finding out of which areas will provide a cost saving through outsourcing. Power et al. (2006) describe these costs through the following figure:

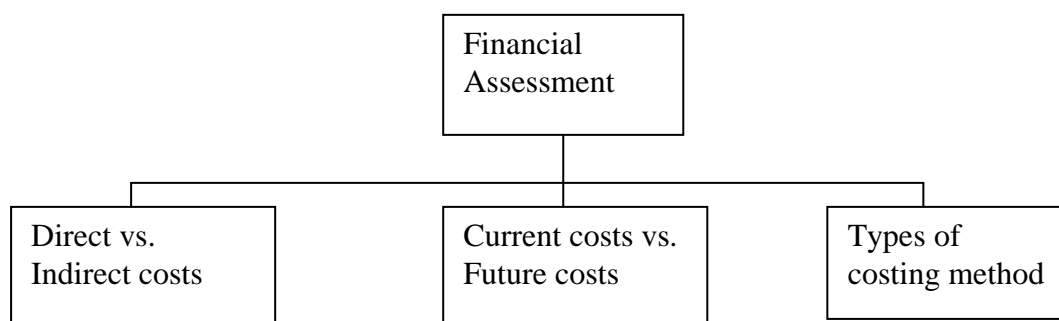


Figure 1. Elements of Financial Assessment (Source: Power et al., 2006:58)

The RBV theory looks at the organization as a collection of resources and therefore resources should guide the organization's strategies. The relationship between sourcing strategy and the external environment determines the boundaries of the firm (Rodriguez & Robaina, 2006). This theory implies that organizations can turn to outsourcing and still stick to the mission and vision. Outsourcing of cataloguing is easier to rationalize using RBV as this emphasizes that cost-effective solutions are required in order to fulfill the mission and vision. The human resources are the biggest asset in any organization. This is the resource that guides outsourcing and its outcome, if at all it is to happen in an organization. Research indicates that if outsourcing is not managed carefully, there are risks of negative performance by staff due to low morale and high turnover (McAulay, Doherty & Keval, 2002:246-249). The environment of the organization is important. Therefore this theory also rationalizes the use of collaborative strategies to gain access to critical resources, to stabilize relationships with providers and to secure survival. The two theories look like they oppose each other though both are looking at the question of resources. Outsourcing depends on resources required and costs involved although effective monitoring and contract management are costly. Contractual hazards increase transaction costs and decrease the efficiency yearned for.

2.7 Conceptual Framework

The key concepts involved in the study include independent variable (outsourcing decision) and dependent variables (such as cost effectiveness, user benefits, value enhancement, etc). There are also other intervening variables (such as policy issues,

regulatory environment, stakeholders, management expertise, etc) which affect the outcome. This conceptual framework is illustrated in the figure below:

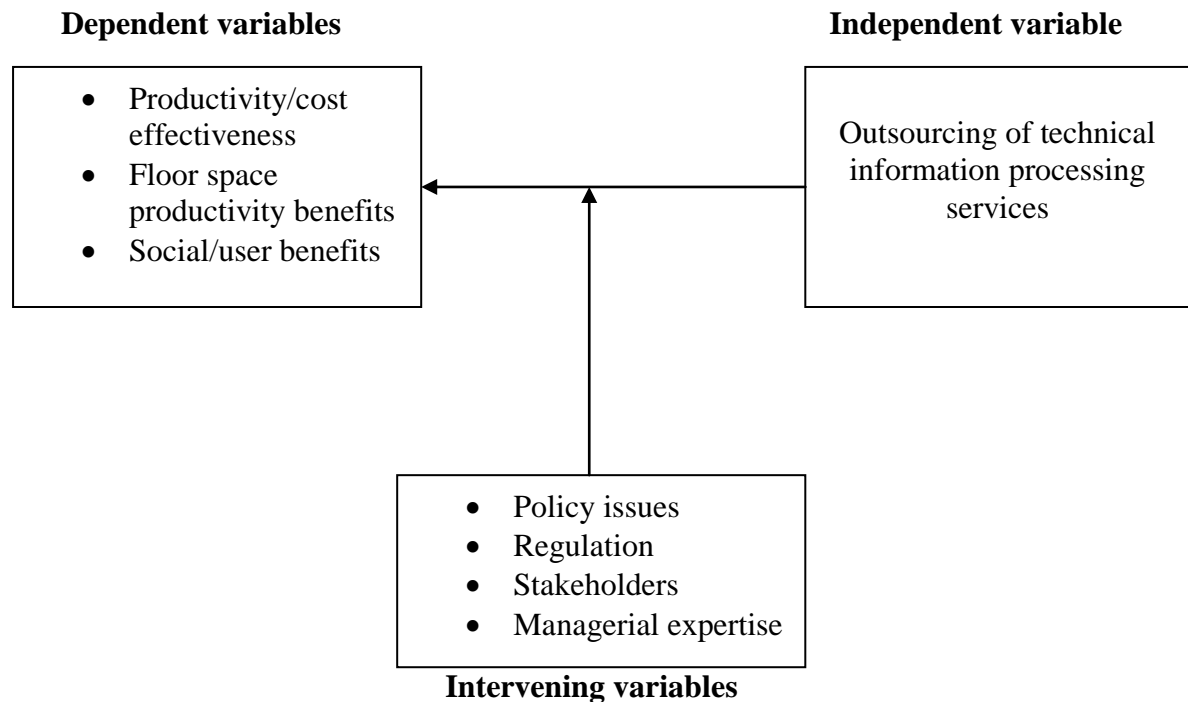


Figure 2. Conceptual Framework (Source: Researcher, 2014)

Change in the independent variable has far reaching effect on the dependent one. In particular, if in-house production costs are higher than when outsourced, then outsourcing will be looked at favourably. The reverse also applies. Outsourcing arrangements need to be well managed under proper policy and regulation frameworks and with the consent of the stakeholders. Outsourcing requires a clear understanding of the organizational strategy. Clear process frameworks and effective managerial expertise are critical in the success of outsourcing.

2.8 Chapter Summary

Literature reviewed indicates that outsourcing of the library services and processes provides opportunities as well as challenges. The outsourcing environment is complex and if not undertaken carefully, it can lead to costly mistakes. It can also produce worthwhile savings and improve the quality of activities and services when successful. It is important for the prospective outsourcer to fully understand the requirements of the environment or service to be outsourced in order to make a correct assessment. The following chapter will discuss the overall approach used in the study, the study design, study area and target population. The chapter also discusses the sampling procedures, methods and instruments of data collection.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In the previous chapter, a literature review was conducted to explore the outsourcing phenomenon. The focus of this chapter is on the details of the research process and the tools used for this study. This chapter specifically looks at research design, area under study, target population, sample size and sampling techniques, data collection methods, research instruments, procedures to be used in data analysis and ethical considerations among other aspects.

3.2 Research Design

This is the plan and structure of study as formulated by the researcher so as to obtain answers to research questions. The research design also seeks to provide confidence that the findings derived from the study captures reality and possess high levels of reliability and validity. The case study approach is used in the study. Yin defines the case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin, 2009:23). The case study approach seeks to understand the problem being investigated though it may be limited by a number of events or conditions and their relationships. It is a useful approach when not much is known about a phenomenon. It provides the opportunity to ask penetrating questions and to capture the richness of organizational behavior, but the conclusions drawn may be specific to the particular organizations studied and may not be generalized.

This study is based on a mix of quantitative and qualitative data. The quantitative approach was used to quantify incidences in order to describe current conditions. The qualitative approach was used to explain the events and describe findings using interviews and documentary analysis. All this enabled the researcher to gain in-depth information that will be used to find solutions for the research questions of the study. Moreover, the study is exploratory to some extent since there are no previous studies on outsourcing of technical information processing services in Kenya.

3.3 Study Area

The unit of research was the University of Nairobi Library System that is composed of the main library, The Jomo Kenyatta Memorial Library, and fourteen branch libraries.

3.4 Target Population

Brynard and Hanekom (2005:43) explain that the term population in research methodology refers to the objects, subjects, phenomena, cases, events or activities specified for the purpose of sampling. The target population of this study comprised of the Director of Library and Information Services, the three Deputy Directors, the fourteen branch librarians, heads of cataloging, acquisitions and preservation/bindery departments and staff from those departments. This population was chosen because it represents the typical structure found in university libraries in Kenya. It provides a causal relationship across the larger population.

3.5 Sample and Sampling Techniques

The sample for the research comprised of the total membership of staff from technical department of the library, the branch librarians, all the Deputy Directors and the

Director of Library and Information Services. Purposive sampling is used in this study so as to focus on particular characteristics of a population that are of interest. The primary consideration in purposive sampling is to draw on who can provide the best information to achieve the objectives of the study (Kumar, 2005:179). This method was ideal for the study because of the small size of the target population and therefore this enabled the study to get an in-depth information rather than generalized broad understanding of the research questions. Questionnaires were administered to all staff in the targeted sections. In general the sample size involved in the study is as shown in the table below:

Table 1. Distribution of Target Population

RANK	TARGETED NUMBER
Director, Library and Information Services	1
Deputy Directors	3
Branch Librarians	14
Head of Cataloguing section	1
Head of Acquisitions section	1
Head of Preservation/Bindery section	1
Cataloguing staff	5
Acquisitions staff	4
Total	30

(Source: Researcher's own tabulation using UoN sources)

3.6 Data Collection Methods

The study used questionnaires and interviews to collect data from the respondents. Some of the data was collected through documentary evidence that gather relevant information to the study.

3.6.1 Questionnaires

A questionnaire is a widely used data-gathering technique which can be used to measure issues such as behaviour, attitudes, beliefs, opinions, characteristics and expectations among others (Anderson 2004:208). Questionnaire are described as written instruments that present respondents with series of questions or statements to which the participants react either by writing out the answers or selecting from among existing. Questionnaires were self administered to the respondents so as to collect information relevant to the study. The questionnaires covered all the aspects of the study variables.

3.6.2 Document Analysis

The study also reviewed existing information resources related to the study problem and variables in order to gain information on the topic.

3.7 Data Collection Procedures

In this study, data was collected through self administered questionnaires. This involved the process of distributing the questionnaires to the sample population while the university was in session so as to ensure that maximum number of respondents were accessed. The questionnaires were collected from the respondents personally where possible, but research assistants were equally used to help in other circumstances. The questionnaire collection procedure ensured high degree of questionnaire response rate. The questionnaires also contained open-ended questions.

This was done to ensure that questions related to objectives of the study captured the qualitative aspects of the study.

3.8 Research Highlights

Other measures taken during the course of the study are:

3.8.1 Pilot Testing

Pickard (2007:197) opines that pilot testing is an important part of purifying the survey instrument. Pilot testing was conducted on two senior administrators from African Nazarene University library. The intention was to seek their views on the subject and ensure that the questions being addressed were appropriate to the study. Through the pilot test, more development and refinement was done on the questionnaire. This is the time when the length of the questionnaire was also determined.

3.8.2 Validity

Validity is the degree to which an instrument measures that what it was intended to measure (Kumar, 2005:153). The questions were based on information gathered during literature review. In the study, the questionnaires were administered on a small group of respondents who did not form part of the study to help validate the information collected. Recommendations were made regarding instructions, content and layout. Validity testing also provided a preview of the data collection before the same was administered upon the actual respondents.

3.8.3 Reliability

The study involved experienced professionals in the information field, to ascertain that the research instruments were appropriate for the collection of the required data and improve on the instruments quality before administering the same to the respondents. This helped ensure that reliable information was collected from the respondents.

3.8.4 Ethical Considerations

Just like in any other human activity, ethical considerations and behaviour are also important when undertaking research (Welman, Kruger & Mitchell, 2005:182). A letter of introduction and authorization from the University was provided as a request for permission to conduct the study. Prior to distributing the questionnaires, contact was made with the respondents through electronic mail to make them aware of the exercise. A covering letter accompanied the questionnaires explaining the purpose of the study and the questionnaires were distributed directly to the respondents in their respective areas for filling and collected later. The questionnaires used for data collection were handled with confidentiality to ensure the information collected is used only for the purposes of research.

3.9 Data Analysis and Presentation

The data collected from the research was analyzed against the objectives and the results enumerated. The results are further presented by the use of tables, charts, pie-charts, and narrative for documentary information collected from both the secondary and primary sources. The data was interpreted against the objectives and other research findings.

3.10 Chapter Summary

This chapter described the research methodology of the study, explained the sample selection, described the procedures used in designing the instrument and collecting the data, and provided an explanation of the statistical procedures used to analyze the data. The study used a quantitative survey design with questionnaires which were both closed and open-ended. The sample characteristics included people who are at the top level of the university library system administration, branch librarians, supervisors and staff from the technical information processing section of the library. Permission was obtained from the university library administration as well as consent from the respondents. Anonymity and confidentiality were ensured during administration of the questionnaires and report writing. The following chapter is going to deal with data presentation, analysis and discussion of the findings.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

The previous chapter presented the research methodology of this study, while this chapter presents the data analysis and interpretation of the results. The data collected was processed using Microsoft Excel software and the results presented and interpreted as guided by research objectives set out earlier in the study. The chapter begins with data analysis and presentation and then focuses on discussion. The results have been analyzed in relation to the research questions.

4.2 Respondent Profile

The population of the study comprised of the University library director, three deputy directors, all the 14 branch librarians, supervisors and staff in acquisitions and cataloging sections of the University of Nairobi library system. Figure 3 shows that all areas were proportionately represented.

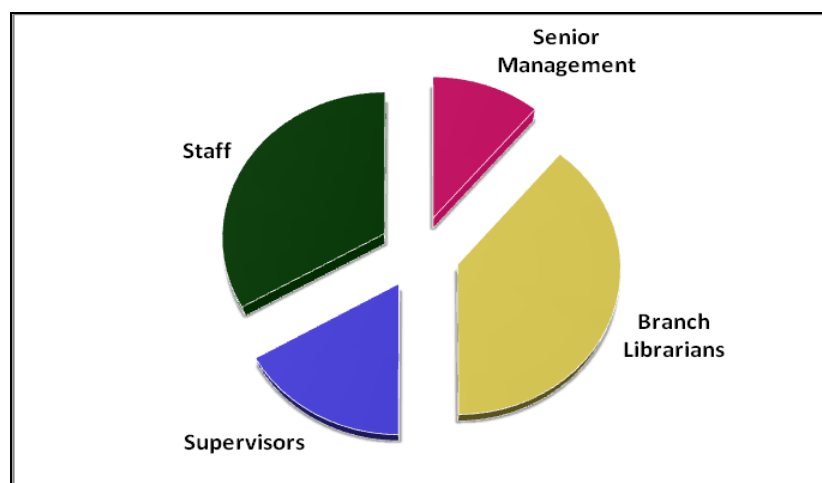


Figure 3. Positions of Respondents (Source: field data)

A total of 30 questionnaires were distributed but only 18 (60%) of the respondents completed and returned the survey questionnaires. Two questionnaires were not considered due to excessive missing of data. Nachmias and Nachmias (2004) have pointed that survey researches face a challenge of low response rate that rarely goes above 50%. They suggest that a response rate of 50% and above is satisfactory and presents a good basis for data analysis. Gillham (2000:48) opines that if the response rate is less than 30% then the value and validity of the research method and the research methods themselves are in question. The response rate of this study having surpassed that figure, it could therefore be termed as being satisfactory.

4.3. Sample Characteristics

The survey sought to know the length of years respondents had in the field of technical processing of information. The purpose of the question was to determine whether the respondents were familiar with the actual processing of information. All of them (100%) indicated that they had more than 15 years of experience. This shows that the workforce in the UoN library system is a very experienced one and has a lot to offer to the profession of librarianship and information management. Along with this, the survey also sought to know their level of awareness about the concept of outsourcing. As the pie-chart (figure 4) below shows, everyone is aware of this concept though at varying levels. It is interesting to note that those in the high ranks of administration have a very high level of awareness which cascades downwards as you come to the lower ranks. This calls for carrying out of sensitization and awareness exercises incase this concept is to be undertaken.

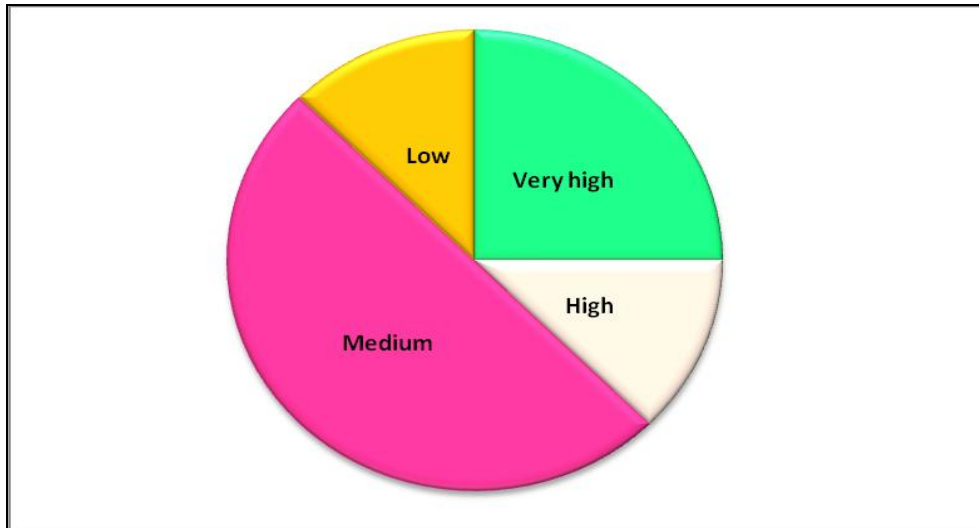


Figure 4. Level of Awareness About Outsourcing (Source: field data)

4.4. Reasons for Outsourcing

Eleven statements justifying outsourcing were presented to respondents. They were requested to respond to the statements using a five Likert scale ranging from very important (5) to very unimportant (1). The findings are presented in the following table 2 followed with an analysis and interpretation.

Table 2. Justification for Outsourcing

REASONS FOR OUTSOURCING	5	4	3	2	1
Cost savings	-	75%	12%	13%	-
Allow more focus on core business	13%	38%	38%	11%	-
Improve service level	13%	63%	13%	11%	-
Control budget	12%	50%	13%	25%	-
Lack of internal expertise	43%	15%	27%	15%	-
Acquire innovative ideas	14%	60%	13%	13%	-
Free up human resources for other tasks	27%	27%	27%	-	19%
Increase flexibility to meet changing environment	15%	41%	16%	28%	
Save time	28%	16%	28%	16%	15%
To enhance standardization	28%	28%	16%	16%	15%
To enhance users' satisfaction	14%	54%	15%	16%	-

(Source: field data)

The above table shows that respondents don't rank saving costs very highly even though it is an important element. It can also be noticed that saving time through outsourcing is received in a lukewarm manner. However the majority of the respondents view outsourcing positively given the fact that all the eleven statements have high scores when the "Very important" and "Important" considerations are put together. Those who feel that the concept of outsourcing is very unimportant are few. However as important as the concept is, the twist is that it is not a welcome idea. When confronted with a situation where outsourcing has to take place, the study sought to know the criteria that the respondents would then use to do it. The respondents indicated that they will consider funds available for the exercise, experience of the vendor, the likely impact of the outsourced services on the user population, the kind of data security given by the service provider, service quality, professionalism and standards of the vendor.

The following table 3 gives reasons why outsourcing is not a favourite option.

Table 3. Justification for Not Outsourcing

Why Outsourcing Should Not be Done	5	4	3	2	1
No significant cost savings	30%	38%	12%	20%	-
Possible loss of confidentiality	62%	-	20%	18%	-
Loss of control	20%	30%	30%	20%	-
In-house provides better quality	25%	75%	-	-	-
Organization policy not to outsource	39%	45%	16%	-	-
Slow response time	-	52%	19%	29%	-
Sufficient in-house staff	-	46%	18%	18%	18%
Highly skilled in-house staff	50%	50%			

(Source: field data)

There is near unanimous agreement that the university has highly skilled staff who are sufficient and are providing better quality services. However in this age of rapid innovation, organizations cannot simply maintain their levels of skills and competencies. There is increased competitiveness and so there is need to create knowledge, and innovate processes and products. The “I can do it all by myself” concept brings about stunted growth. Organizations have the onus of partnering with outside entities or vendors to source ideas, know how and capabilities (Baloh et.al., 2008). Outsourcing may not achieve the expected benefits if factors such as formulating and quantifying requirements are not properly done. Lack of a formal outsource decision-making process, mainly in the form of a policy is a major challenge. Outsourcing needs to be anchored on a strong framework that will guide the organization towards gaining from it. There is no outsourcing policy in the UoN library system. The other theme which runs across the responses is that outsourcing might lead to possible loss of confidentiality (62%). This means that when

outsourcing has to be undertaken, then it must be done cautiously with trustworthiness of the vendor at the fore.

4.5. Outsourcing Practices at UoN Library System

The study also sought to find out the outsourcing practices currently at the UoN library system. The following table 4 illustrates the scenario.

Table 4. Outsourcing Practices at UoN Library System

ACTIVITIES AND SERVICES	DONE IN-HOUSE	ON CONTRACT/OUTSOURCED	
		FULLY	PARTIALLY
Digitization	60%		40%
Assigning subject headings	100%		
Serial subscription	100%		
Electronic document supply	40%		60%
Cataloguing	100%		
Physical processing	100%		
Authority control	100%		
Collection development/ Acquisitions	100%		
Indexing/Abstracting services	60%		40%
Photocopying	100%		
Binding	100%		
Labelling	100%		
Printing	80%		20%

(Source: field data)

The findings indicate that the following services are 100% done in-house; assigning subject headings, serial subscription, cataloging, physical processing, authority

control, collection development/acquisitions, photocopying, binding, and labeling. There are other services which are partially done in-house such as digitization (60% in-house) and partially outsourced (40%), electronic document supply (40% in-house) and part fully outsourced (60%), indexing and abstracting services (60% in-house) and partially outsourced (40%); and printing which is largely in-house (80%) and part fully outsourced (20%). The study found out that the library only initiates outsourcing decisions but the outcome is determined at the highest levels of University administration. Therefore it is not directly involved in making the final decision.

4.6 Outsourcing Challenges at UoN Library System

The biggest challenge at the UoN library system is that there is no outsourcing policy. In fact, the acquisition policy is the one used to stand in for outsourcing. Respondents (100%) also listed fear of job loss as among the top reasons why they will not accept outsourcing. The study sought their opinions on what should be outsourced. The listing came up with services such as; staff training, shelving, dusting, cleaning, security, binding, automation services, photocopying, retrospective conversion of data, indexing and abstracting, staff recruitment and backlog cataloging. Looked at critically, these are the traditionally outsourced services. There is need to re-engineer the current services and go beyond the normal. The university could as well become the trendsetter by going into new areas not yet ventured into by others.

4.7 Chapter Summary

In this chapter, data gathered from the study has been presented and analyzed. The findings are further discussed in relation to objectives of the study. The following

chapter gives a summary of the findings, conclusions drawn and gives recommendations and suggestions for further research.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In the previous chapter, the results of the study were tabled and the findings discussed. This chapter gives an overview of the findings, conclusions drawn from the study and recommendations made thereof. Also possible avenues for future research are mentioned. The chapter concludes with a summary of the value of this study.

The purpose of this study was to explore the outsourcing options for technical information processing services at the UoN library system. The findings presented here are based on the objectives of the study which were to:

1. Examine the outsourcing practices available for technical information services at the University of Nairobi library system.
2. Explore possible implications of outsourcing in university libraries with reference to the University of Nairobi library system.
3. Establish challenges facing the University of Nairobi library system in relation to outsourcing of technical services.
4. Suggest on how to implement outsourcing practices that could enhance the value of library services in the University of Nairobi library system environment.

5.2 Summary of the Findings

This section provides the summary from the findings based on the objectives of the study. The themes and subthemes resulting from the objectives addressed various issues as discussed below. From the study the following were established:

5.2.1 Outsourcing Practices

The first objective of this study was to examine the outsourcing practices available for technical information services at the University of Nairobi library system. In establishing this, the study findings revealed information as indicated in Table 4, pg. 35 and through qualitative analysis. The findings clearly illustrate that the majority of services and activities are done in-house while a small portion is partially done in-house and partially outsourced. These are services such as digitization, electronic document supply, indexing and abstracting services, and printing. Interestingly, some of the services like photocopying have been totally outsourced by other library systems elsewhere in the world but here they are still done in-house while from the literature review, it is affirmed that organizations outsource services which they deem to be non-core to their business. This scenario is a strong indication that outsourcing has not been given much thought by the UoN library system.

5.2.2 Implications of Outsourcing

The second objective of the study was to explore possible implications of outsourcing in university libraries with reference to the University of Nairobi library system. The findings are partly revealed in Table 3, pg. 34 and others through qualitative analysis of the responses. Findings reveal that all the respondents fear that outsourcing is tantamount to them losing their jobs, hence they would prefer outsourcing of the traditional non-core services. From the study and literature review, it is affirmed that

organizations outsource services which they deem to be non-core to their business even though outsourcing has both long-term and short-term implications on the organization. Over the years, librarians working in universities have benefited from relatively good remuneration and career development opportunities. Therefore, outsourcing cannot be kindly taken as it is akin to transferring one's work to another unfamiliar territory with no guarantee of retaining their benefits. Hence the reaction of the present staff could largely be defensive and that is why they would prefer outsourcing to be done on the non-core areas. There have been significant changes facing the technical services of libraries which are challenging librarians to develop new policies, apply new technologies, develop new competencies and to take risks for making improvements.

5.2.3 Challenges Facing Outsourcing Practices

The third objective of this study was to establish challenges facing the UoN library system in relation to outsourcing practices. The study found out that the library only initiates outsourcing decisions but the outcome is determined at the highest levels of University administration. In most cases, the decision may not augur well for the library. The other challenge revealed in the study was that there is no outsourcing policy for the UoN library system. The staff confuse the acquisitions policy for the outsourcing policy.

5.2.4 Solutions to the Challenges Facing Outsourcing Practices

To resolve the challenges established by the study, there is need for a paradigm shift in the way decisions relating to outsourcing are made. Library acquisition and processing is not simply the usual procurement process. Outsourcing requires more involvement of the people affected and therefore those decisions need their input. If

outsourcing is to be effective and successful, an outsourcing policy is necessary to guide the process.

5.3 Conclusion

Based on the findings and discussions presented in the preceding sections, this study drew the following conclusions:

- Outsourcing increases the performance of organizations since it reduces costs, increases access to new technology and new expertise, leads to core competence concentration and speeds up delivery. It is time librarians realized that their role of being gatekeepers of knowledge is diminishing and now they are becoming more of facilitators and enablers. Libraries are no longer the only source of information but serve as only one of the sources of information so customers have increasingly high expectations from them. The value of libraries within organizations is no longer assured in the face of new technologies. There are other destabilizing factors brought about by digitization, globalization and internet. Libraries therefore should not be tied down to the old ways of doing things but need to be at the forefront of innovating ways to counterattack the emerging, aggressive and innovative sectors.
- Outsourcing also opens up new avenues to entrepreneurship among the new generation of library professionals. With the ever shrinking job market, new graduates would find a niche for their skills in outsourcing. It may be a good career alternative to a traditional full time librarian job, now that funding of universities and their libraries by the government is dwindling. In any case

technology is changing the role of libraries and librarians. On that note, perhaps outsourcing would also motivate the vendors to develop specialized knowledge related to the particular stage of the production process they are dealing with because their contractual power is protected.

- In the face of new technologies and the ever expanding outsourcing of activities, library and information professionals will soon find themselves in the position of negotiators and bargainers dealing with buying services or resources from vendors. It is time therefore these professionals learnt other new skills such as contract management, project management, public speaking, presentation and negotiation. Acquisition of collections need to be just in time in the sense that resources need to be acquired and made available within the shortest time possible. This also means that more emphasis should be placed on collection support and user services. Librarians need to be visible and proactive rather than staying in the backroom. The library of the future is a centre of excellence marked by high quality of services, productivity and innovation.
- Knowledge management is an important element in the outsourcing relationship since both parties must share their knowledge to jointly create and exploit their potentials. Special focus must be put on tacit knowledge since explicit knowledge is easier to share. To do this will require making it clear to the partner what can be done by investing enough time for internalization of tacit knowledge, appreciating emotional commitment and deepening personal

involvement, establishing effective communication, cultivating a common culture and personal contacts, and establishing an appropriate rewards system.

- To a greater extent, outsourcing is relevant to the UoN library system, however it should be handled cautiously and clear methodologies need to be employed in order to realize its full usefulness. The experience of those who have outsourced services seems generally positive.

5.4 Recommendations

In the light of the findings, discussions and conclusions, the following recommendations are hereby made;

5.4.1 Need for Outsourcing

The UoN library system should outsource some of the technical services so as to bring in great competitiveness. Outsourcing will give the staff more time to concentrate on core competencies and therefore perform better and give quality services. The considerable professional resources of the library's technical staff could be redirected to the development of new services which support research such as research impact assessment and bibliometrics. The resources could also be redirected to placing more effort in communicating with academic staff and customer service.

5.4.2 Strategic Partnering

The UoN library system should strategically assess its partners with a view of not only reaping the fruits of cost reduction but also benefiting from cutting-edge technology available elsewhere. For instance, when acquiring print resources, the

university should source from vendors who also offer the initial bibliographic record of the resources. This will cut time taken to create records when the resources are received.

5.4.3 Outsourcing Policy

The UoN library system needs to have an outsourcing policy in place so that service providers are clear on expectations and goals of the university. The policy will also give birth to guidelines which will acknowledge whether providers will be able to respond reasonably to expectations and frequent changes in business and technology requirements to ensure continuity in service provision. At present, the acquisition policy is confused with the outsourcing policy.

5.4.4 Acquisitions in the New Dispensation

There have been significant changes facing the technical services of libraries which are challenging librarians to develop new policies, apply new technologies, develop new competencies and to take risks for making improvements. The UoN library system needs to redefine acquisitions in the light of new technologies. Acquisitions has evolved far beyond purchasing, subscribing and licensing to include issues of rights management. Another form of acquisition would be that of awareness of resources by simply creating links from the library portal to sources on the internet. Technological evolution is not about to stop, so this calls for a whole expanded set of competencies to swiftly respond to the vast changes in the bibliographic and information universe.

5.5 Suggestions for Further Research

This study explored the outsourcing options for the UoN library system's technical information processing services. This being a case study may not be the ideal base on which to give recommendations to other university systems. A case study is restrictive and the recommendations only apply to the entity under study. Future researchers are hereby called upon to explore the following areas;

5.5.1 Use of Social Media and other new Platforms

Information sources and resources are moving to the digital realm and by so doing enabling the emergence and growth of a significant group of specialist service providers and vendors who should be of interest to future researchers. They should investigate the possibility of integrating tools such as Facebook, Twitter, blogs and mobile apps into library services. Social media is now the new way of interacting with users in real time.

5.5.2 Investigate other Behavioral Aspects

Finding out the impact of other behavioral aspects such as commitment on service delivery on the part of library and information service vendors and providers. This would require investigating outsourcing through management of tacit knowledge.

5.5.3 Development of Central Acquisitions and Processing System in Kenya

Future researchers are called upon to explore the possibilities of all academic libraries in Kenya of having centralized acquisition and processing system in place or outsource one for that matter. This will bring about efficiency in processing and perhaps lower the costs of acquisitions because of economies of scale.

5.6 Chapter Summary

The study has revealed that appropriate approaches and methods must be used in outsourcing in order to ensure its success. Traditional approaches may not be adequate. Organizations have to move away from the traditional “doing” kind of style to actively outsourcing whereby new structures of managing and assessing collaborative relationships have to be in place. It is prudent for UoN library system to think about outsourcing strategically, understand the situation in which it operates and take a considered approach of the future. As Winston Churchill once said: ”The pessimist sees difficulty in every opportunity. The optimist sees the opportunity in every difficulty.”

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APPENDIX 1

INTRODUCTION LETTER

APPENDIX 2

QUESTIONNAIRE FOR DATA COLLECTION

INSTRUCTIONS

Please indicate your response by ticking the provided boxes. For questions that require suggestions or comments, please use the provided space.

Background Information

1. Kindly indicate your position in the organization

- a) Senior management ☐
- b) Branch librarian ☐
- c) Supervisor ☐
- d) Staff ☐
- e) Any other (please specify) _____

2. Working experience in the technical processing of information

- a) Less than 5 yrs ☐
- b) 5-10 yrs ☐
- c) 11-15 yrs ☐
- d) More than 15 yrs ☐

Outsourcing practices

3. What is your level of awareness about the concept of outsourcing?

- a) Very high ☐
- b) High ☐
- c) Medium ☐
- d) Low ☐
- e) Very low ☐
- f) Never heard of it ☐

4. Are you aware of the existence of a policy document guiding outsourcing activities for the library system?

- a) Yes ☐
- b) No ☐

5. If the library is willing to outsource one or more functions, what do you think are the reasons for doing so? Please tick in the appropriate column to signify the importance level you attach to each item using the following rating scale: 1= Very Important ; 2= Important; 3= Less Important; 4= Unimportant; 5= Very Unimportant

NO.	JUSTIFICATION FOR MAKING THE DECISION	1	2	3	4	5
1.	Cost savings					
2.	Allow more focus on core business					
3.	Improve service level					
4.	Control budget					
5.	Lack of internal expertise					
6.	Acquire innovative ideas					
7.	Free up human resources for other tasks					
8.	Increase flexibility to meet changing environment					
9.	Save time					
10.	To enhance standardization					
11.	To enhance users' satisfaction					

Any other comment _____

6. If the library is NOT willing to outsource one or more functions, what do you think are the reasons for doing so? Please tick in the appropriate column to signify the importance level you attach to each item using the following rating scale: 1= Very Important; 2= Important; 3= Less Important; 4= Unimportant; 5= Very Unimportant

NO.	JUSTIFICATION FOR MAKING THE DECISION	1	2	3	4	5
1.	No significant cost savings					
2.	Possible loss of confidentiality					
3.	Loss of control					
4.	Quality problems (in-house provides better quality)					
5.	Organization policy/tradition not to outsource					

6.	Slow response time (slow turnaround time)					
7.	Sufficient in-house staff					
8.	Highly skilled in-house staff					

Any other comment _____

7. In your opinion, which activities and services can or may be outsourced so as to get better results?

FOR SUPERVISORY AND MANAGEMENT STAFF

8. Statements in this table are meant to find out the method(s) which you use to perform the following services and activities. Please tick the method which applies.

NO.	ACTIVITIES AND SERVICES	IN-HOUSE	ON CONTRACT/OUTSOURCED		
			FULLY	PARTIALLY	PROPOSED
1.	Digitization				
2.	Assigning subject headings				
3.	Serial subscription				
4.	Electronic document supply				
5.	Cataloguing				
	Physical processing				
7.	Authority control				
8.	Collection development/ Acquisitions				
9.	Indexing/Abstracting services				
10.	Photocopying				
11.	Binding				
12.	Labelling				
13.	Printing				
14.	Any other				

9. Explain the factors you take into consideration before outsourcing.

10. How are decisions to outsource made and at what level in the university?

11. How is the vendor for your outsourcing activities and services selected?

- a) Request for proposal followed by a bid process
- b) On the basis of vendor reputation
- c) Contracted to the parent organization
- d) Consulted with other institution(s) about their vendors
- e) Any other _____

12. What is the staff's reaction towards outsourcing of the library's activities? (Select all that apply)

- | | |
|--|--------------------------|
| a) Fear of job loss | <input type="checkbox"/> |
| b) Staff more casual towards responsibilities | <input type="checkbox"/> |
| c) Fear to lose identity | <input type="checkbox"/> |
| d) More active and alert in their responsibilities | <input type="checkbox"/> |
| e) Reduction in workload of staff | <input type="checkbox"/> |
| f) Want more activities to be outsourced | <input type="checkbox"/> |
| g) Increased staff morale | <input type="checkbox"/> |
| h) Want outsourcing to be discontinued | <input type="checkbox"/> |
| i) Improvement in their skills | <input type="checkbox"/> |
| j) Supportive to outsourcing | <input type="checkbox"/> |
| k) Improved their professional competency | <input type="checkbox"/> |
| l) Any other..... | <input type="checkbox"/> |

13. How do you evaluate the success of outsourcing?

14. Has outsourcing provided the desired results?

- a) Excellent ☐
- b) Good ☐
- c) Satisfactory ☐
- d) Fair ☐
- e) Not satisfactory ☐

15. Outsourcing has not provided desired results because:

- a) Planning was insufficient ☐
- b) The quality of products and services reduced ☐
- c) Did not save the expected money ☐
- d) Vendor failed to deliver services as promised ☐
- e) Any other _____

16. Do you provide outsourced services to others outside the library system? In either case, briefly explain _____

17. Briefly give any other comments regarding outsourcing of library activities and services
