BRIDGING LEGAL INFORMATION GAPS IN ACADEMIC LAW LIBRARIES IN KENYA: FRAMEWORK FOR DEDICATED CALL CENTER INITIATIVES

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DECLARATION

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

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To them all I am most thankful.
DEDICATION

This research project is dedicated to The Murulis.
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<tr>
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<th>Full Form</th>
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<tbody>
<tr>
<td>BPO</td>
<td>Business Process Outsourcing</td>
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<tr>
<td>CAK</td>
<td>Communication Authority of</td>
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<td>CLE</td>
<td>Council of Legal Education</td>
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<td>CSOs</td>
<td>Customer Service Officers</td>
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<td>CRM</td>
<td>Customer Relationship Management</td>
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<td>CUE</td>
<td>Commission for University Education</td>
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<td>DLIS</td>
<td>Department of Library and Information Science</td>
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<tr>
<td>HR</td>
<td>Human Resource</td>
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<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
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<tr>
<td>ITU</td>
<td>International Telecommunication Union</td>
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<tr>
<td>IVR</td>
<td>Interactive Voice Response</td>
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<td>KSL</td>
<td>Kenya School of Law</td>
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<td>LIS</td>
<td>Library and Information Science</td>
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<td>LRIG</td>
<td>Legal Research Information Gap</td>
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<tr>
<td>MAMPU</td>
<td>Malaysian Administrative Modernization and Management Planning Unit</td>
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<tr>
<td>ROI</td>
<td>Return on Investment</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
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<tr>
<td>SOLUON</td>
<td>School of Law University of Nairobi</td>
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<tr>
<td>USA</td>
<td>United States of America</td>
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ABSTRACT

The purpose of this study was to determine whether a dedicated call center initiative within academic law library can bridge legal research information gap. The objectives of the study were to establish the level of awareness of call center services in bridging legal research information gap among clients of academic law libraries, evaluate the role of call center initiative in bridging legal research information gap in academic law libraries, find out the approaches applied to bridge legal research information gap in academic law libraries and develop appropriate framework for a dedicated call center initiative for bridging legal research information gap in law libraries in Kenya. The study adopted a mixed data collection methods including current literature, document analysis and questionnaire whose reliability was tested using cronbach’s alpha. The conceptual framework was hinged on information gap independent variable and causes as dependent variable. Customer’s awareness for library services determined the gap degree whose remedial strategies would be suggested. This was a quantitative research that reviewed various streams of literature on call center strategy and businesses. Questionnaire and observation was employed. A sample of 259 respondents from a population of 2594 was used in the study. Survey results elicited presence of a wide gap tested through awareness question between legal research information clients of two academic law libraries and the core call center services; inquiries, transactions, requests and relationship. Statistical Package for the Social Sciences version 16.0 was adopted in analyzing the data for presentation. Findings acknowledged the role and benefits of call centers and therefore it is viable in the library setting and capable of revolutionizing service delivery. First, call centers are indeed very integral in academic law libraries, provides 24/7 risk free services, reliable and satisfactory approach to legal information gap, as well as one-stop legal information point using telephony technology. The study was vital to academic law libraries in their quest to diversify service delivery vide adoption innovative technologies like call center initiative to reduce glaring information gap risk with customers. These positive results would improve audience satisfaction and increasing loyalty through sustainable service access and visibility. Researchers must deeply look into root causes of legal research information gap in law libraries and adoptable innovative approaches for mitigation. It guarantees a sustainable seamless service brand via co-creation.
CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter constituted the introduction to background information on legal information gaps, context of the study, study problem, purpose and objectives of the study, research questions, assumptions, scope and limitations of the study. In addition, the chapter gives the significance of the study and highlights terms and concepts used in the study and finally chapter summary.

1.1 Background to the Study

This study is a strategic pillar to legal profession practitioners and research environment while leveraging on academic legal research information services that support teaching, learning and research of Council of Legal Education (CLE) accredited diploma and bachelor of law programmes of legal education institutions in Kenya. This is further supported by the fact that under Attorney General’s office in Kenya, the legal advisory and research division has a national mandate to undertake research for the government on various problems faced while implementing the 2010 Constitution (www.lsk.or.ke law directory, 2015/16). Legal research information services embody but are not limited to, legal resources, access and use of print and online sources of law, finding statutes, rules and regulations, finding case law, citation and bibliography, using the law library and information literacy training (Ojienda & Juma, 2012). “Fast forward 20 years to 2014, many of the legal research tools used today have evolved from cumbersome and time consuming methods of yesteryears” (Charles, 2014). The skills to execute legal research are vital for legal professionals regardless of specialization.
Finding the law is an integral part of legal research, hence an academic library becomes strategic pivotal ground for sharpening these lifelong skills after class room teaching. Courts have set guiding rules and obligations for counsels appearing before them. (Meyer, 2009). Unbridged legal research gaps will spell doom to legal profession stakeholders resulting to risky, unreliable and unsatisfactory decisions. Every library digital collection faces a gap between content and user that needs to be bridged. Libraries try to mitigate risks through user surveys, collection curation (Brack, 2012) and web 2.0 (Ondieki, 2012). Info-gap decision theory is a methodology that addresses disparity between what is known and could be known. While hinging on risk, reliability and satisfaction as key concepts, the model assists a decision maker to develop preference, assess risks and opportunities, or choose source of information and lines of exploration in light of analysis for severe lack of information (Ben-Haim, 2006). Call centers are a product of information economy in the present digital era thus a differentiating service delivery vehicle at the disposal of business organizations while responding to dynamic needs of their crucial asset (Mukherjee & Malhotra, 2009).

Call center constitutes a set of resources which facilitate delivery of services through the telephone. The authors defined a call center as a set of resources (personnel, computers and telecommunication tools) that enable the delivery of services via the telephone. (Mendelbaum et al., 2005). Call centers can further be classified as organizational (in-house) or external (organization having contracted such services). They can further be divided based on function; inbound or outbound (So, 2007). It refers to a call center as operation of service over the phone using agents or customer-service representatives on an ICT infrastructure (Gans et al., 2010). In addition, this facility is made to leverage
the delivery of interactive services; typically an office space with many workstations managed by agents who place and receive calls (Robbins & Harrison, 2010). Call centers offer prime opportunities today for supporting personalized quality, accurate and responsive student services on anytime, anywhere basis (Hitch & Macbrayne, 2003).

Legal education institution shall maintain a law library that complies with international library standards in respect to its classification, functionality and adaptation to its users, a library policy and library development strategies. Specifically, the legal library shall have minimum current edition law reports - Kenya Law reports, Kenya Gazettes up, East African Law Reports and All England Law Reports to the. Legal research on the other hand is the process of identifying and retrieving information necessary to support legal decision-making or a systematic investigation of legal problems and matters concerned with them such as codes, Acts and subsidiary legislation Council of Legal Education (Accreditation of Legal Education Institutions Regulations, 2009). These libraries are special in type, regulation and further characterized by their stock, services and accrediting agency Council of Legal Education (CLE). The other libraries (School, Public and University) are distinct in their formation, management and regulating body.

1.1.1 Context of the Study

The Kenya School of Law (KSL) is a post graduate legal institution that was originally established to fill the gap which existed in the training of lawyers in Kenya. This followed recommendations made by the Lord Denning Commission for legal education immediately after independence in 1963. The Kenya School of Law and Legal education Bills, 2011 sought to separate the two and was assented to on 21st September, 2012 by
His Excellency the president of the republic of Kenya. Kenya School of Law is building a 498 million worth library with a sitting capacity of 1200 and modernizes services.

The Kenya School of Law library supports the research and curricular needs of the faculty and core customers by providing a rich legal collection and by offering the highest possible level of sustainable legal research services guided by accreditation of legal education institutions regulations legal notice of 2009 (Kenya School of Law Strategic plan, 2015-18). Today, its vision is “A preferred center of excellence in professional legal training in East African Region and beyond”. Mission; “To offer quality legal training for professionals and other actors in the legal sector”. Externally, Stakeholders of the School include The Council of Legal Education, Department of Justice under Attorney-General, Judiciary, Law Society of Kenya, development partners, National Treasury, local public and private universities, foreign universities Commission for University Education, Colleges with law courses, Higher Education Loans Board, student, suppliers and Kenya Law Reform Commission. Law School University of Nairobi was started in 1970. It has made pedagogical efforts by moving from traditional law study methods to mocks trials and moot courts including clinical programmes. The staffing comprises of eight professors, seven senior lecturers, nineteen lecturers, eight assistant lecturers plus access to law e-resources.

1.2 Statement of the Problem

Budding, newly admitted or practicing lawyers face challenges of finding, understanding and applying law to some degree. This is attributed to limitation in legal information literacy or lack of reliable legal information facilities. There were indications that legal
profession related institutions were not sensitive the lawyers’ legal information needs, access challenges and approaches available to mitigate such an anomaly. The problem of information access is particularly serious in situations where lawyers do not have information collections of their own (Tuhumwire & Okello-Obura, 2010). This is true scenarios of the academic law libraries in Kenya both at under and postgraduate training of legal education. In many law schools, introductory work for research and writing courses is done in first-year, including specialty research classes to help improve students’ legal research skills and prepare them for market. Law library is an integral legal education supporting facility that aid legal professionals as they transit through learning, teaching and later practice however their current state is limiting thus beckoning for immediate resuscitation. Legal information market comprise of students in legal education training institutions and regulating agency, advocates, judiciary, the private sector and the publics. Information professionals are currently faced with the role of thinking for information consumers a head in terms of immediate needs.

According to Tuhumwire & Okello-Obura, (2010), a lawyer may be said to be endowed with legal knowledge only with access to relevant and quality legal information whose number of sources may limit or delimit information needs. Lawyers’ legal information seeking behaviour reflects a lot to the probability of search success for it point to individual user’s legal information gap. This helps ascertain how law library services strategy may innovatively accommodate such clients. Sources of legal information need (internet, online databases, law firm libraries, Law school libraries, judiciary libraries and public libraries) are diverse that it creates a big disparity between the need, access and supply leaving such gray market untapped. The situation is worsened by the fact that
almost all sources at their disposal have cost implications that is beyond student lawyers and newly qualified lawyers. By virtue of having a monopoly as the only post graduate institution for training advocates, Kenya School of Law has better legal information reference sources both in print and electronic than other legal education institutions.

Limited empirical gap on bringing information gap using call center initiative cannot be overemphasized on areas like public libraries innovative approach of call center initiative in closing the gap (Macdonald, 2015), web 2.0, (Kwanya, 2014 & Ondieki, 2012), database accessibility (Tatomir & Durrance, 2010), social networking, (Penzhorn & Pienaar, 2009), economics (Stoffle et al., 2008) and estimation error, (Whiting & Donthu, 2008). Traditionally, exploring gray areas of services has never been within the purview of libraries, but in the wake of information economy, it is rewarding to stretch library’s mission and vision beyond and taking action in the community in new sometimes controversial path (Edwards et al., 2011). The mobile phone is history’s fastest growing communication device (Selvi, 2013). In Kenya the mobile penetration rate and technological innovativeness present opportune solutions for law libraries to tap in to re-engineer qualitative and relevant legal research services. This is the gap the research seeks to bridge for academic law libraries in Kenya through a call center initiative.

1.3 Purpose of the Study

The purpose of this study was to examine innovative approaches of call center initiatives for bridging legal information gaps in academic law libraries in Kenya.
1.3.1 Objectives of the Study

The objectives of the study were to:

(i) Establish the level of awareness of call center services in bridging legal research information gap among clients of academic law libraries.

(ii) Evaluate the role of call center initiative in bridging legal research information gap in academic law libraries.

(iii) Find out the approaches applied to bridge legal research information gap in academic law libraries.

(iv) Propose a framework for a dedicated call center initiative for bridging legal information gap in law libraries in Kenya.

1.4 Research Questions

(i) What is the degree of awareness for call center services in bridging legal research information gap?

(ii) What is the role of call centers in bridging legal research information gap in academic law libraries?

(iii) What approaches do law libraries use in bridging legal research information gap?

1.5 Assumptions of the Study

(i) Academic law libraries had call center for provision of legal research information to clients.

(ii) Business call centers provide organizations with real time opportunities to share and disseminate information and communicate with clients.


1.6 Scope of the Study

The scope of the study was limited to two higher learning institutions; Kenya School of Law and University of Nairobi Parklands Law Campus. Their choice was strategic in that KSL is a post graduate institution charged with a monopoly Advocates Training Programme in the republic of Kenya while University of Nairobi is currently number 728 globally, 8 in Africa and 1 in Kenya according to ranking (Web of Universities 2016) that used presence, impact, openness and excellence as determinants. University of Nairobi was among the oldest in offering Bachelor of Law Degree. Both institutions were accredited and regulated by Council of Legal Educations as legal training institutions in Kenya.

1.7 Limitations of the Study

The study was limited by to only two government higher learning institutions, one post graduate (Kenya School of Law) and Undergraduate (School of Law University of Nairobi) institutions out of over ten accredited legal training institutions in Kenya were selected for the study. Non return of questionnaires from the respondents due to deadline or lack of capacity may affect the findings.

1.8 Significance of the Study

This study cut on information access economic risks and increased profitability through efficient work flow and market opportunities within legal profession in Kenya in their quest for legal information services to support the research, teaching and learning of the community of practice. It also aimed at demonstrating how law library’s role in community partnership, legal research undertakings eliminate barriers to legal
information access using technology vehicle in the wake of e-learning. This would help incumbent and upcoming lawyers access standardized e-documents in call center repositories thus minimize duty to perform repeat similar research.

It assists strategy and policy developers stem bottlenecks and attract global investors in business process outsourcing in untapped legal profession area. Data collected informs wide-reaching policy in law libraries, law schools and other venues to arrive at a balanced decision on legal information gaps. Similarly, academic law libraries through collection and electronic offerings promote access and support to core clients as well as collective cost containment by opening up to members of the local community. The study was to further spur business integration and professional competence through training at both at national and county levels. Other information organizations and other researchers must have a precedent backbone to rely upon in justifying viability of the initiative as a competitive strategy to current and potential call centers across business organizations. At the tail end of this study, struggling solo and small firm practices would have a lifeline through self-determination efficiencies gained vide experience as faster researchers coupled with professional network. The study would equally help publics understand what role legal information play in development.

1.9 Operational Terms and Concepts

Audiences

Area of study students and staff (patrons) that constitute target population
Dedicated Call Center

Space on-site (in-house) fitted with modern telecommunication equipment that links library audiences and services.

Co-creation

Empowerment/transforming audience from recipients to participants of service for competitive advantage.

Audience led growth

When the library precisely knows their patrons’ needs in anticipation.

Expectation

Audiences’ needs uncertainty that must be satisfied through service provision.

Inbound voice

Call center calls directly received from audiences seeking legal research information services.

Information

Legal information that is risk free, reliable and satisfying.

Information gap

Degree of legal information service unawareness level that increases audiences uncertainty and severs decision making.
Legal research

Ability to find, understand and apply law in decision making within legal profession environment.

Outbound voice

Calls library call center, on behalf of the audiences, initiate to third parties for necessity reasons.

Propositions

Offerings/Services law libraries render to their core audiences.

1.10 Chapter Summary

This chapter presented the background information to the study, statement of the problem, objectives of the study and research questions. In addition, the chapter gives the significance, scope and limitations of the study as well as operational terms that were used.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter was a review of related literature to bridging legal information gaps in academic law libraries in Kenya and highlighted the themes and sub-themes of the study; business organizations and call center, information gap theory, information seeking model, mobile technologies, information services and academics, e-learning and call centers, call center help and support, return on investment, dedicated library call center, multiple communication call center model, legal information gaps, legal education curriculum, modern digital environment, legal information and digital literacy, information call centers and partnerships, empirical studies, conceptual framework and finally the chapter summary.

2.2 Business Organizations and Call Center

All business functions are relying on technology to remain competitive in the marketplace. Business information field is very interesting thus transforming at a high speed (Doom, 2010). Competition for services and products information is the greatest tool for creating a sustainable strategy for business entities. The importance of competitive intelligence is attributed to its link to technological knowledge and intelligence that in turn help organizations analyze information systems for innovation. At its core is the belief that data held is a strategic asset that is incredibly relevant (Nemutanzhela & yamu, 2011).
Any piece of information working collectively to give an organization competitive edge is referred to as business information (Ojo et al., 2015). They further advocated for business information as a key pillar for both developed and developing economies counting it as a factor of production. Availing such business information means providing the right information to individuals for utility to enable them execute due assignments (Haliso & Okunfulure, 2010).

Gans et al., (2010) referred to a call center as operation of service over the phone using agents or customer-service representatives on an ICT infrastructure. In addition, this facility leverages the delivery of interactive services (Robbins & Harrison, 2010). Mehrotra et al., (2012) noted that audience offerings through call centers had become an integral part of many business organizations across different industries. In their study, Akşin et al., (2013) revealed that services cannot be stored and frequently be produced without their customers and waiting was an inevitable part of most service encounters.

While making choices for call center model, entities shall consider one with a call back option that allows transformation of inbound call into outbound one (Legros et al., 2016). Telephone communication bridges many societal divides that existed long before hence eliciting potentials that were sleeping giants in Africa whose population density has proven to be a fertile ground to sustain such investment if subscription indexes (Aker, 2010). Customers’ time and satisfaction in call center environment are pillar component of a healthy and sound CRM philosophy. In addition, call center agents must give clients top of the line and timely quality services (Garcia et al., 2012). There is a historical relationship underlying information literacy and business field of knowledge in relation to decision making (Stonebraker, 2015). The author noted a great familiarity concern
among business field of knowledge and library science in comparison to the concept of customers identifying, locating, retrieving and using information. Social media influenced customer satisfaction further revealing that its subscribers were concerned with the response rate of social media feedback given which was critical for monitoring and fast response to social media queries (Nyambura, 2013). Another study highlighted adequate staff as a strategy of ensuring effective delivery of services outsourced by their clients (Mudeheli, 2013).

Call centers demand for skills such as prerequisite knowledge to satisfactorily address client issues while observing set organizational targets due to the high value attached to product information and solving client’s technical problems (Downing, 2011). Additionally, call centers must create reliable pre-hire and valid measures system that elicits coaching/mentorship to ensure sustainability of service culture. Facets of customer relationship management affect call center operations, (Abdullateef et al., 2010). The new roles call for a deliberate strategy to enhance usability and usefulness of engagement through access, affordability and ease of use (Mulwa et al., 2015). Unpublished research on the effect of training and development Amadi, (2015) opines that there was need for continuous training and development in light of the competition, environment dynamics and limited negative feedback. The author further said that call center’s nature of work depended mainly on market and customer dynamics, modern technology as well as new and varied products and services.

2.3 Information Gap Theory

Info-gap modeling fronts for management of uncertainty arising from dealing with severe lack of information thus providing answers for questions such as; what an information
gap is and its quantification. Have central concepts as such a risk, reliability and satisfaction. The model assists decision makers to develop preference, assess risks and opportunities including choose source of information and lines of exploration in light of the analysis of severe lack of information (Ben-Haim, 2006). Situationally, majority of legal research information audience find themselves in their quest for services from law libraries.

Decision methodology is driven by available information that ultimately defines uncertainty for significant consequences hinge upon decisions made under severe lack of information. Consequences of the theory are robustness (robustness function assesses the immunity of failure) and opportuneness (opportuneness function assesses the immunity to windfall) (Ben-Haim, 2006). The proponent further postulated that uncertainty entailed the threat of failure and possibility of unimagined; the decision maker must make value judgment and forge a connection between quantitative decision analysis and qualitative values. The severity of any legal practitioner or researcher to find, understand and apply law becomes a realistic daunting task in the legal environment industry.

Crawford, (2008) studied Bridging the gap between legal education and practice and stated that “What I hear, I forget; what I see, I remember; but what I do, I understand.”-states a Chinese adage. The Millennial Generation is sophisticated; technology-savvy, holistic, team-oriented, achieving, self-assured, confident, conventional, and the most well educated generation in the global history. They prefer active to passive learning using online databases, such as LexisNexis Library and HeinOnline, to complete legal research assignments.
It does explain why Crawford’s research is vital to students and even advocates’ skewed view of legal research. To them, research is Lexis or Westlaw. Good legal research is much more than a research system; it is a procedure. One has not truly found the law until they understand it; a research system cannot do that. By addressing this uncertainty to ascertain degree of legal research information gap for current study, it guarantees stakeholders to find, understand and apply law (Crawford, 2008). Mobile penetration in Kenya stands at 37.8 million subscribers which translate to 88.1% (Communication Authority of Kenya quarterly sector statistics 2015/2016). How can law libraries innovatively move from technological periphery and adopt competitive advantage for legal research information delivery. By focusing on new ways for delivery of convenient and useful services to meet customers dynamic needs. Call center initiative is one such untapped emerging area.

2.4 Information Seeking Model
Many researchers developed models for people to follow while looking for information which show the process and variables entailed in information seeking (Fisher et al., 2005). Kuhlthau’s model was one such example that is applicable to the current study on legal information gap. Legal practitioners and researchers are concerned with finding, understanding and applying law in their quest to access information. Kuhlthau model hinges on six key phases of search that provoke the seeker’s feelings, thoughts and actions.

The author averred that, when individuals become aware of knowledge scarcity or understanding, become uncertainly apprehensive and set off to initiate search. The seeker has a problem which opens a window of a brief sense or hope in readiness to commence
the search. Exploration take lead as the seeker confronts information overload that is sometime inconsistent or incompatible. This phase calls for determination and focused perspective to counter any traces of uncertainty so that the final aspect of information collection is reached and presented as solution (Kuhlthau, 2005). Globally, continentally and nationally several factors come to play in the current realization of information economy hence its role must be highlighted especially on innovation adoption from customer’s point of view.

2.5 Multiple Communication Framework  Call Center

To effectively improve legal research information access as a means of communicating with law library clients, lowering the cost of service, providing consistent responses and personalized quality of information, Call Centers shall have a multi-channel framework that supports the direction of inquiries to the proper area while reducing common problem of caller runaround. The first key channel are (1) Telephony that includes interactive voice response (IVR); voice mail, automatic call distributors, predictive diallers, voice over IP, voice dialling and customer Call Backs, (2) Portals that entail chat, FAQs and agency’s content delivery and the lastly (3) E-mail which include outbound mailer, image capture and indexing (Malaysian Administrative Modernization and Management Planning Unit. ICT Strategic Plan for the Malaysian Public Sector, 2004).

2.5.1 Organization of a Call Center

First layer of a call center is customer touchpoints that include telephone with integrated call centre that use intuitive technology including computer telephony interfaces. Another key touchpoint is self-service for customers to surf via provided portal or call to access
relevant information. The third nugget of touchpoint is face-to-face enabled by a remote customer care application. Mail hinging on document management and archiving system able to sort, track and retrieve historical information. Internet assisted portal that aid customers to personalize and search for needed information. Second layer is routing logic where clients touchpoints are directed to and from agents using interactive voice response (IVR), universal queue skills based routing, content delivery and outbound, anf finally image capture for indexing components, (Malaysian Administrative Modernization and Management Planning Unit. ICT Strategic Plan for the Malaysian Public Sector, 2004).

Agents/customer service officers (CSO) form the third layer of a call centers with responsibility of accessing customer requests, calls or complaints from customer touchpoints including access to backend system to support decisions. There is the fourth layer that which supports COSs to gather vital information on customers repetitive interactions from customer relationship management or legacy back office system. This layer is referred to as business application. Data stores and warehouses forms the fifth layer that is that is the backbone asset of an entity. Real time access of these data stores on customer information is the key to make or break organization’s drive to achieve its business mission (Figure 2.1 pg.21).

2.5.2 Dedicated Information Call Center
In 2015, Macdonald carried a research on dedicated business centers in public libraries to determine whether it was a key factor in library’s service delivery to the community. The author further found out that dedicated business center is essential to the services provided to the surrounding community through collaboration. Key success drivers
included skill levels and training among librarians, partnerships and collaborations through innovative thinking that provided increased values as needs of community evolve and available resources. Macdonald further noted a trend towards the public libraries as partners in local economic development grow in the 1990s. While citing Manley’s 1997 said additional success factors were; informal exchange between librarians and local business support agencies, marketing library as more than a warehouse of information and promoting librarian as an active information specialist.

Public libraries define and group business information users through marketing strategy to effectively match appropriate information sources which double in addressing lack of awareness. Providing tiered services is another success factor together with skill upgrade and expertise of staff. According to Hamilton-Pannell, (2014) to be an effective contributor to the economic wealth and vitality of a community, public libraries created partnerships with other players. Mort’s (2014) study showed business expertise as a success factor in serving the community. Partnerships is the lifeblood of business and career library conclusively says Macdonald, (2015) and enumerated innovative thinking, adding service with improved value that respond to needs, skill levels and training among librarians, partnership and collaborations as key success factors behind succeeding business centers. Massis, (2014) noted the absurdity of challenging economy for a new library models failed to include dedicated business center for the community. Other authors, Bilandzic & Foth, (2013) helped to understand how public libraries are ideal for co-working space and informal learning. In 2010, Farkas noted that to remain relevant, public libraries must realign focus on new ways for delivery of convenient and useful services to meet customer’s dynamic needs. One such robust approach was seamless
strategy that included mobile web, texting, chat, email and telephone. These services demand strong support so that all clients are equally satisfied. The author further demonstrated how channeling call traffic towards dedicated unit with knowledgeable staff adds value for the entire library while depicting business call center model for five libraries having initiated call center project and resultant experiences articulated hitherto. Centralizing all library calls in one pool vary from library to library guided by consideration, timing and circumstances.

Farkas’ investigation came up with factors for a successful call center initiative; model of the call center that was either internal or outsourced, needs or expectation of the library out of the project that range from; provision of outstanding services, in-person assistance to customer versus circulation calls struggles, increase in library’s circulation resources, possibility of pro-activeness and roving in customers services at the front touch-points, having a phone ringing away from flow traffic, desire for a virtual library, budget constraint and recruitment freeze, centralized knowledge base, efficiency of work flow and reengineering through branding with consistency of call answering script. The author’s study also revealed service variety as a drive; ranging from KnowitNow24/7, chats, emails, synchronized call answering incase of branch libraries, library e-books and downloadable collection, creative library website, circulation and ready reference queries, texting and compliment responses, placing holds, renewals and issues of lost materials.

Maranto & Phang, (2010) stated that designing and staffing a mobile reference service was an orientation towards provision of innovative services, essential in today’s library that appreciated digital resources and knowledge management. From the foregoing
author’s perspective, the current research had a lot to assimilate with differentiation factor being the type of library and project.

2.6 Mobile Technologies, Information Services and Academics

For centuries librarians were synonymous to building in which they work. Today as technology advances, this idea is drastically transforming at a great speed Selvi (2013). Dresselhaus & Shrode, (2012) investigated how students use mobile technologies in their academic lives and whether librarians would rise up to meet the challenge. The study expected librarians to capitalize on opportunities to provide information resources and library services via mobiles due to the high telephone penetration level among students as

Figure 2.1: Integrated Call Center Technology Frame work

(Mampu, 2004)
well as determined the degree of handheld device usage too. Similarly Selvi (2013) while researching on mobile technologies for library services reported that librarians must keep pace with technology trends and integrate themselves into the mobile realm to deliver enhanced customer services. Millennials are techno savvy with “a library in the pocket” (Farkas, 2010). The question is whether such an approach blends for a special field of knowledge like law. In the Malaysian public sector ICT strategic plan (2004), call center are highlighted as one of the channels that can deliver any desired strategic thrust.

2.6.1 E-learning and Call Centers

Higher learning institutions are in search of ways to infuse technology into teaching and learning process. The author pointed to a substantive gap between off campus student and support services. Current and potential e-learning project institutions must consider e-student support mechanisms that consequently demand strong partnership with teaching, learning and student services (Hitch & Macbrayne, 2003). Current study challenge readers, researchers and industry practitioners to assess the process and organization structure as a key strategy to bridging the gap with customers, solid technological infrastructure, one stop legal information center and creative faculty ready to enhance learning. The authors emphasized the need for higher learning support by availing services within 24/7/365 scale that makes them more seamless. In Kenyan institution, the uptake scale is low. To avoid resistance while cultivating ownership during and after project implementation for such high stake project, libraries must thrive to bring all stake holders aboard for return on investment to be realized.
2.6.2 Call Center Help and Support

Internet-capable phone shorten the hierarchy of information transmission making it direct. Users no longer travel to public computer centers or internet cafes as they are able to access information directly (Maranto & Phang, 2010). The authors further averred that mobile library was a form of inbound call center, staffed by librarian as content developers and reference specialist while LIS students as call center representatives. The phone service initiative formed a “virtual library” accessible by mobile phone that made the library more visible.

Call centers offer prime opportunities today for supporting personalized quality, accurate and responsive student services on anytime, anywhere basis. The authors drew a distinction between call center and traditional information technology help desk, identified with call centers being staffed by trained customer oriented people that offer centralized tracking management system for all enquiries, issues and support needs which are especially for nonresidential members and to a light extent campus based, for example, tracking student assignment, training faculty in use of learning counter management system, helping with international student’s matters, technical assistance and replacing passwords. Strategic planning and needs analysis guarantees value for money out of such big projects as call center initiative. This ensures financial support from the sponsoring institution/organization (Hitch & Macbrayne, 2003).

2.6.3 Modern Digital Environment

OPACs, portals and search engines are the order of 21st Century in facilitating information retrieval. However, information need of clients must be specifically
addressed so that a matching solution is prescribed. Going forward, one key role of a law library is to establish client needs, recommend appropriate resources and system through a rigorous needs analysis. Evolving technologies are impacting law libraries too as digital archives and institutional repositories in United States (US) offer open access to legal information. One such pioneer law library to adopt institutional repository technology was University of Georgia (Jones & Ilako, 2011). Interface of electronic law libraries prevented online usage of LexisNexis & Westlaw databases as Makri’s (2008) study revealed.

Just as law firm librarians are faced with the challenges and opportunities of rapidly developing technologies and changes in legal practice, information professionals for institutions like the Law Society too faced similar problems (Holland, 2008). For example, advocates who were not technophobic needed to learn and master superior information gathering and discerning skills, because of the proliferation of free and fee-based legal content available on the Internet. One such teaching method integrated theory and practice by emphasizing the importance of combining books, free internet resources, and fee-based databases. The scenario is no different from Kenya for both under and post graduate and at continuous professional levels that need to adopt trending ICT tools (Crawford, 2008).

2.7 Vital Aspects of Information Call Centers

Maranto&Phang (2010), proposed that African libraries should take the advantage of mobile telephony as a promotional tool for reference services, information services, access to social services and cultural opportunities via call center. This was to mitigate
numerous barriers facing supply of conventional resources while riding on the dominance of mobile telephones as a form of ICT in sub-Saharan Africa. Within cellular economy, mobile carriers and phone retailers were the fastest growing emerging markets and initial range of services via the gadget included banking and healthcare. Mobile phones were convenient form of ICT access suitable for library customers in dispensing conventional academic library services as alluded to by Mutula in “cellular phone economy” that further pointed to users accessing online databases and catalogue through mobile phones Maranto & Phang, (2010) while referring to Mutula and Fatoki.

Farkas (2010) opined that such projects were realized through needs analysis, recruitment of new specialized staff or shifting staff and responsibilities from related offices. Many call centers were designed with a presumption of 70% interaction would be through self-services, 20% generalist point and 10% via specialist. Call centers demand detailed strategic planning, correct implementation that must address prerequisite determinants such as technology, staffing and equipment that shall meet organizational vision and mission reality parameters. The library call center project must be taken seriously by parent organization. For customers and staff, obstacle are inevitable, they are bound to exist.

The author reiterated that marketing was a must to positively highlight the benefits attached to such change. Call center model adopted matter a lot hence caution must be observed to achieve efficiency, monitor and review monthly statistics, sustain best service and reveal hidden threats embedded in mined data by application of Ginlet or Forstack tracking models. The author averred that while implementing a call center
initiative, entities must ensure to conduct a needs assessment to match solution with the problem. Workstation designed must anticipate additional project work for example trainings and system expansion. Strong partnerships with other libraries and community are healthy so that the call center is informed and maximized.

Earlier, Ocholla (2009), noted dominance of print paradigm as many African libraries lagged behind in ICT use and access save for South Africa. All calls must be directed away from front office services desk to ensure better and more focused services to remote and in person customers. Back up call center helps incase of emergency or power outage at the regular station and for change management reasons, it pays off for staff to participate from the onset to implementation process which helps them to own it and avert resistance. Quality of service delivery at the circulation and reference is heavily dependent on cross training staff on new call center duties that couples with standby pool of staff to rotate through the center frequently while sharpening their skills (Farkas, 2010). Any research is a solution to an existing or impending plight (legal research information gap) that faces society at a given time and from causality principle.

2.7.1 Return on Investment

Many factors come to play on call center project cost and whether it prohibitively varies. May be borne through shifting resources into one location for example help desk personnel, admission for they have routine contact with student, faculty or both and have prerequisite training on service delivery to support call center (Hitch & Macbrayne, 2003). Author’s study showed that call center demanded for cross trained staff enriched
with deep knowledge and high level responsibility and precision. Additional cost comes through position reclassification to higher levels.

Greater productivity and return on investment with added need to redistribute funds to accommodate the aforementioned shifts. Study findings also showed that e-learning is a recipe for library call center project and many accrediting institutions put a lot of emphasis on online library access though it is becoming sophisticated as students and faculty prey for remote access for real time access through consortium that cross timelines. They foretold what was to happen in higher learning institutions today; demand for speed and 24/7 services and many of them that never basked in the lime light of information technology and student services use it for delivery of their Mission. From the perspective of commercial industries, call center had been their daily boardroom terminology as firm device quality and cost effective method to apply technology while managing the most crucial business asset-customers through customer relationship management (Yueh et al., 2010). Many foundations that promote library and information services development avoid funding free-standing/new call centers however good news is that alternatives exists via leasing from existing call centers or buying call center equipment being liquidated in US/India (Maranto & Phang, 2010). From available literature, call center are not a preserve of commercial entities, on the contrary, information economy wave is proving otherwise.

2.8 Law Libraries and Legal Information Gaps

There exists inability to access information via information communication technologies as a result of inadequate ICT infrastructure though presence of good infrastructure is not
panacea to determine in ICT usage (Tuhumwire & Okello-Obura, 2010). Lack of access to right resources (software, hardware and internet) limits the usage of ICTs for information access (Jones & Ilako, 2015). The authors further stated that communities are adopting new technologies for competitive advantage, survival and success as an agenda driven by technology and globalization.

In 2009, Makri identified another barrier embedded in the lawyer and law student; poor research skills especially for online resources as clients preferred using convenient resources. Lack of e-literacy, pedagogic training and training on use of ICTs and other technologies equally block uptake of new technologies (Saravani & Haddow, 2011). While emphasizing that training was a key necessity, the authors pointed that customers need desired certain competences in use of ICTs. As duty of information service provider, law librarian must purpose to empower clients with requisite lifelong skills to access and use resources for research and assignments. Worley, (2007) was of the view that higher learning institutions had limited resources to satisfy need of the cream clients thus a difficult situation to fulfill the demands of the public/society. Because 70% of the population of developing economies reside in the rural areas, legal information access to them was dependent on the interpretation by the lawyer a situation that affect access to justice (Neelamagha, 2006).

Unique research practices of lawyers in relation to legal information gaps as well as underlying causes thereof have a variety of implications for law libraries. Effort must be tailored towards gaining a better understanding on how lawyers across the profession conduct legal research (Lawson, 2014). The author further noted that online resources were necessary tools for modern practice and that legal information is vital to law
profession and assists researchers to find answers to problems based on the primary source materials. Lawson argued that both public libraries and academic law libraries endeavor to provide services to alumni and local lawyers as the better option for bridging the gap of beyond reach databases.

For legal practitioners, current information is key yet one of the bottlenecks the community of practice faces. Legal profession is richly saturated with influx of information that makes work very complex (Makri, 2009). Uncontrolled feasting on the big data that is available in info sphere has led to infobesity as a result of activities at the measure of one minute revealed, two point four million searches are initiated on Google, two point seven eight million YouTube videos are viewed, 20.8 million WhatsApp messages exchanged, 150 million emails sent, 20million photos shared on Flickr and 347,222 new tweets are sent (Kwanya, 2016). The writer noted that this issue further opened pressure on to tools and techniques of processing such huge data in terms of volume (size), velocity (speed) and variety (diversity). One such notable information seeking behaviour exhibited by such person is acute infolust in cyberspace. According to Makri (2009), Legal information too suffers from overload that range from the type of documents, topical areas and jurisdictions to skim some of which have gaps for filling. Some law firms do not have sufficient legal information services. Presently, information providers must be proactively visible or risk extinction and ultimate closure of information facility they manage. The author further stated that approaches of seeking legal information are a challenge and are further complicated by individual lawyer driven criterion of perceived authoritativeness of the content, cost of accessing content, retrieval speed, prior encounter with resource (s) and whether the information is a landmark
precedent. Past themes continue to influence law libraries offerings, but the cognizant landscape changer is information technology that shifts delivery and use by legal information consumers (Jones & Ilako, 2015). The authors reiterated that many challenges of law libraries were beyond individual librarians to manage. While methods of access continue to evolve, Jones and Ilako strongly noted that librarians are still pivotal for linking access to transformation.

2.8.1 Law Librarianship and Access to Legal Information

Law Librarianship in judicial entities differ from other fields of knowledge as noted by the author while referring to Kavaas in “the reason for law libraries being different from other types of libraries is that they serve a profession which is literally unable to exercise its work without use of books” (Shrivastava, 2008). The author further pointed out that law library constantly applied the fourth principle of library science “save the time of the user” without any excuse. Depicting law library professionals must uphold tenacity for expertise alertness to render instant quality services. Shrivastava reiterated that users of legal information needs varied posing challenges to information professionals offering the services.

Internationalization has led to robust growth in information sources across many fields of knowledge including law and the accelerating factors behind this force include but are not limited to technology, global interactions and societal development. Knowing and applying appropriate strategies for information access is one core calling of librarians in while striving to meet expectations and demands of legal information consumers (Bezirci, 2010). Legal information is key for case advancement and action to be taken in the wake of legal problem. Based on the legal research skills, individual lawyers comb through
piles of resources for interpretation. Many states like India face the challenge of open access window for online legal information (Bhardwaj, 2013). The author noted that open access system gives way for access to content through portals and World Wide Web as research tools. Jones, (2008) noticed a deep rooted collaborative research aspect for in law clinics thus emphasized for improvement through legal information framework.

Westlaw next users is already operational and enables subscribed firms to share folders for counsels to work on same legal project concurrently (Brynko, 2011). Academic law libraries play a central role in access to legal information while acknowledging that access is a fundamental human right. Most common law jurisdictions including America and Africa, law libraries share common barriers such as funding that has adverse impact on libraries’ efforts for legal information access (Jones & Ilako, 2015). The authors further referred to Declaration of IFLA 2014 gave rise to other information access themes such as Declaration on Free Access to Law and Open Access to Legal Scholarship.

2.8.2 Legal Information Behaviour and Management

Globalization has directly affected legal information management as evidenced through law discipline, legal profession and education which is an awakening call for a close examination on trends and the future of legal information, law libraries and librarians (Winterton, 2011). Additionally, the author noted that legal information managers operated in a global legal environment dominated by high convergence and diversity that forced law schools in United Kingdom to record more students leading to increased needs for intercultural skills on the part of law librarians. Winterton also discussed how collection creation and delivery for legal information had tremendously skyrocketed via
e-publishing and delivery but called for supplementation by financial and business information alongside legal information as a necessity for surplus access.

In the same study, Winterton opined that law libraries were dynamic environments for information management hence no longer considered as repositories of information in the public domain. According to Winterton, potential threats and need for skills re-engineering, law librarians shall rise up in the present emerging market that have attached knowledge management roles.

In 2011, Jones and Ilako illustrated that lawyers with solo or small practices formed the largest percentage of legal practice in United States. Issues of legal information access also persisted in the US criminal justice sector where people in jails had limited access to justice. Further noted while considering equitable access, lawyers practice was key though findings showed limited databases in small firm practice. In addition, recent study on research practices of solo and small firm lawyers revealed that the group is a forgotten demographic (Lawson, 2014). The author demonstrated that small firms formed the majority of practices in US and were often left out during studies on legal information behaviour. The only solace for solo and small firm lawyers was in local county law libraries as compared to established large firms.

Lawson noted a type of digital gap among lawyers based on the power to pay, arguing that access to legal information could not conclusively point to economic ability, technical orientation was another bottleneck too and interestingly still, pinpointed a reduced crave for expensive databases that resulting from efficiencies of small firm practice culture, increase in experience and reliance on strong professional network.
“Access to justice starts in the library” (Hackerson, 2010). The author continued to say that law libraries were a strong force for social justice and that scholarly communication. The biggest barrier to understanding authoritative legal texts that demand informed, free and open access to legal commentary has potent of facilitating cross border dialogue and foster international discourse (Danner, 2012).

2.8.3 Legal Education Curriculum

The 2007 Carnegie Report emphasized practical skills stating that legal research was more practical in today’s dynamic legal environment making connection to contemporary legal research practice more important than ever. Langdelian model on legal research postulates that “libraries were laboratories of legal science” (Lawson, 2014). Too often, though, legal research is assumed to be something straightforward and nonintellectual that can be easily mastered by new law students thanks to next-generation, web-based search tools (Tung, 2013). Closer home, the post graduate diploma (Advocates Training Programme) consists of nine core units with pupilage as the tenth one. It is at the undergraduate programme legal research and writing is mentioned among the sixteen units (Council of legal education (Kenya School of Law) regulations, 2009). Being the lifeline of any advocate, acquisition of legal research knowledge and skill must be made a continuous process through training organs as continuous professional training (CPD) and CLE points attached to it to attract participation.

2.8.4 Inadequate Information Resources and Budget Constraints

Prominent voices in legal education are quite unfamiliar with the value represented by law school libraries and librarians hence labeled law libraries as among “the ‘bells and whistles’ of a legal education” that must be eliminated in times of budget austerity (Tung,
Author argued that legal practice continue to move away from requiring lawyers to consult books, the millions of dollars per year that the typical law school expends on maintaining a comprehensive law library could be reduced to a more rational level of expenditure. Furthermore, majority disregard law librarians’ roles in teaching students, supporting law faculty and administrators, and in some cases serving the public by providing access to valuable legal information. Law librarians must take the opportunity and set the record straight by educating administrators and faculty about how much things really cost and also emphasizing law librarians’ contributions that go beyond collection development. In particular, greater emphasis was loaded on the contributions that law librarians make to an evolving and improving pedagogy of legal research training.

2.8.5 Legal Information Literacy and Digital

US suffered from legal information literacy even in environments with access to wide area network of legal information (Poydrass, 2013). Even in environments such as well-funded academic libraries as indicated by Jones (2008), social contacts thrived as opposed to traditional print and electronic resources which made the author to conclude that the issue had an orientation with task complexity. Legal information literacy; the ability to find, retrieve, analyze and manage legal information is capable of driving change in legal research (Lemmer, 2013). Deeper understanding of electronic research made skills transfer easy as the research technology continued to evolve and change (Margolis & Murray, 2012). Use of highly priced legal databases defeat the need for extensive evaluation on the basis that Westlaw and LexisNexis are the most reliable sources available to legal information clients (Lawson, 2014).
In many law schools, introductory work for research and writing courses is done in first-year to help improve students’ legal research skills and prepare them for practice. These courses are often taught by expert librarians. Good research habits entail developing and documenting a methodical research strategy, paying close attention to detail, evaluating value and reliability, and being efficient with one’s time and resources carry over into other areas of daily practice that expose the underlying Legal information literacy rift of disharmony between law library and faculty (Tung, 2013). Tung averred that many librarians see a continued need to strengthen or improve the position of legal research in the law school curriculum. Over time, the perception of research skills deficiencies persists, and the proposed remedies have little to show off: there should be more time spent on legal research instruction with more librarian involvement. Diagnosis of a problem is not a panacea in itself until matching prescription to deter recurrence becomes precedential.

2.9 Approaches for Bridging Legal Information Gaps

No doubt smaller and medium-sized advocates’ are daunted by the potential cost, could benefit from increased access to online legal information (Holland, 2008). This is seen as a pointer to a practical approaches of closing this gap, in terms of what a dedicate library call center can offer. The concept of law library online in the information economy has enabled equal access to information via the internet by the customers and firms; their role has changed to competitors contrary to the traditional market tag.

As co-creators, customers are able to share same information platforms with service providers in the market segment (Prahalad, 2000). In addition, the author said that the trend of turning customer as cocreator content from their experiences rather than forcing
customers to pick from firm’s menus of services has born fruits. Call center too transform client’s negative experience to positive by applying new qualitative methods for customers to enjoy product and services instead of squandering such opportunities by focusing of quantitative issues. Libraries must focus on treating their asset customers and turn them into loyal advocates by knowing precisely client’s issues from time to time while continuously keeping those lawyers happy to close the delivery gap as well as attain target (Smith & McKeen 2005). The authors asserted the importance of every employee owning organizational priorities through clearly delineated service platforms. To achieve these, firms to divide customer focused segments as high priority. Competitive value staff and training was key in customer contact business. Towards this end, there was a direct relationship between quality of services and the provider (Lewis, 1993).

Customer relationship management was increasingly vital to call centers just as employees. These two were intertwined to bridge business and clients who view service quality of an organization wholesomely via interaction mirror of a call center (Burgers et al., 2000). Extant literatures indicated gaps in call center industry, criticism had emerged that organizations were concentrating on easy to measure facets of the industry such as handling time, service levels, call per time, abandonment rate, speed to answer and employee turnover instead of focusing on service quality, caller satisfaction, first call resolution and information gaps that are an epitome of quality as opposed to quantity Abdulateef, (2011). While carrying a study on “bridging the information gap with the patrons in university libraries in Africa using Web 2.0 systems” Ondieki, (2012) found out that university libraries in Africa are increasingly using web 2.0 systems to support,
promote and extend information services to their patrons. To remain relevant and self-sustaining, library must venture out via drafting for approval innovative policies such as collaboration with community.

To improve access to legal information, law libraries must spearhead update of their law collection, integrate ICT into their infrastructure, more law libraries build to beef up the existing institutional ones, developing collection material from a global jurisprudence, empower LIS staff with legal training as legal research assistants (Tuhumwire & Okello-Obura, 2010). Law libraries have a lot to accomplish via law library associations whose resultant benefits legal information consumers will enjoy that include status pivotal association activities that include regulatory, standards and competencies, networking and sharing of best practices, lobbying international organizations for grants and scholarships on offer (Winterton, 2009). Hakmeh, (2012) stated that for the public to be knowledgeable about law and enforce the rule of law there must be a concerted effort to build and share legal information through affordable windows of access in the face of imminent challenges. The success of such a project with far reaching citizenry impact demands government political will and support.

2.9.1 Creativity and Innovation

Law libraries need to be proactive and use knowledge management (KM) strategy to mine needs information of clients to accelerate access to legal information. Furtherance exploration is worthwhile vide partnerships and collaboration. This will expedite free access to legal information (Jones & Ilako, 2014). On same breath, another study showed rejuvenation need on the part of law librarians to match emerging complex demands of
legal information customers irrespective of information format. Such a step call for training the law librarians to guide and support aspiring lawyers develop legal skills and crown them as information literate lawyers (Felsenburg, 2011). Mobile technology shall be adopted in provision of legal awareness to all key consumers of legal information for many nations (Tuhumwire & Okello-Obura, 2010).

2.9.2 Information Call Centers and Partnerships
Armed with the purpose of reviewing library partnerships and accrued benefits Massis, (2013) found out that visibility and access to library in unexpected location depicts greater function of the library to its partners and the community. To this end, the author indicated library’s vitality can partially be sustained by its partnership (Massis, 2013). One such example was the partnership between the Kansas State Library and Manhattan, Kansa airport where traveling users scanned a code on the cards sends them to sites from where they accessed Kansas State Library’s e-Lending service. For visitors without a library card, mobile-optimized site was availed. In their article of 2011, “community center: 23 reasons why your library was the most important place in town” (Edwards et al., 2012) provided interesting and innovative ways libraries can meet community evolving present and future needs.

2.10 Empirical Studies
Since 1963 to date, accessibility to legal research information services of Kenya School of Law by the stakeholder market is untapped. When advocates training &paralegal programme students complete their course, their access rights ends hither that a need in the market due limitations causing market gap hence drive for innovative initiative to
bridge the gaps. Technology is considered to be a 'tool' and if it is used properly, then professions that invest in it and appropriate training will become more efficient at what they do (Dumoulin & Licoppe, 2015). This can be seen in lawyers’ accelerated informational task performance, which includes legal research enhancement and the creation of new patterns of interaction with information (Valentine, 2010). The nature of the service encounter between a call center and customer is predominantly through enabling technology. Call center have penetrated everyday life and become increasingly hard to avoid. Industries doing business through call centre include telecommunication, banking, insurance, taxis and airlines (Gathondu, 2012). The rest of the existing call centers are commercial oriented, a clear indication of an existing conceptual gap.

Legal information gap is a voluntary doom spell that creates social divide. In young democracy, legal information is a pivotal recipe for a just society. Legal profession stakeholders will agree that timely access to the right legal information service enhances decision making (Tuhumwire & Okello-Obura, 2010). The authors continued and defined legal information as right established law residing in physical or electronic format. Of all the professions, law has the largest collection of books inform of stocked reference law library which is vital to a lawyer. Lawyer’s needs are influenced by the kind of work they do; include advising clients, drawing conveyances and property leases, commercial agreements, deeds of partnerships and wills. They further aver that specialization in certain areas of law dictate the information need and application that defines the ultimate amount of information.
In 2010, Tuhumwire & Okello-Obura further noted that lawyers sought information to; ascertain the legal position on a particular problem (legal probabilities), sought information to support determined position (by court) on proposed cause of action and thirdly for a legal rational on proposed cause of action. Within legal profession, they noted that information need is highly hinged on the age and experience of a lawyer- the older a lawyer, the more experienced is in legal practice which reduces the need level to consult information sources. On the contrary, newly-qualified or those trainee lawyers sought information so often due to their inexperience. Tsatsou, (2011) studied digital divide concept and opines that there are more than one divide while citing Van Audenhove & Cammaerts whose research focused on technology divide (exclusivity) and operates at both local and international levels eliciting there effects on customer communication. Being a new phenomenon for many organizations, the call center industry must without doubt thrive by using enabling technology at service encounters to deal with the service quality queries that keep popping up. Aksin et al., (2007) noted that it will be practically impossible during this information era for customers to avoid call centers. They noted an increment in the adoption call center initiative by many business organizations as a competitive advantage strategy aimed at maintaining steadfast interaction for existing and potential customers’ loyalty.

Ultimately the driving platform for such delivery function was information technology. The authors further pointed out some key elements in the call center industry; growth, operation challenges and attributing factors that if not kept in check, are a source of complexities. Jack et al., (2006) while citing Williams, (2003) and Berkley, (2005) pointed to four key challenging industry trends; high demand for quality offerings, scope
of operation widening, distinctive service types and commensurate innovative technology and multiple geographical locality of centers. Customers or clients in information management organizations regularly seek business information across industries. Abdullateef, (2010) pointed to a positive correlation between audience orientation and quality of proposition fronted by companies that led to audience satisfaction and differentiated company position. Information gap is a state in which individual decision making process is impaired by insufficient or total lack of information to make that very crucial decision, (Ben-Haim, 2006).

Libraries have menus of propositions; however whether client population was aware of these offerings is the problem the current study set out to unravel. Telephone communication has bridged many societal divides that existed long before hence eliciting potentials that were sleeping giants in Africa whose population density has proven to be a fertile ground to sustain such investment if subscription indexes opined by Aker, (2010) were something to rely upon. Similarly, libraries have menus for services and leveraging on innovative trending technologies, viability of call center initiative is untapped by the information professional. In Kenya, legal research information gap is approached from individual entirety front including law firms that have and some do not have libraries, judiciary systems who are now struggling to refurbish their depleted legal research facilities, legal education institutions who for purposes of accreditation are under pressure to cope with library set standards, Kenyalaw.org “where legal information is public knowledge” goes their script.
All other call center listed by CCK are commercial entities hence the contextual vacuum in line with this research. The highlighted three gaps above is an eye opener to the fact that legal research is a solution not only to the academic law libraries but to Kenya as a Nation. Kimaru and Oruta (2012) have both researched on different aspects call center but not within the library and not in relation to be a bridge to information gap. Online research alternatives to LexisNexis and Westlaw in law firms have been suggested (Justiss, 2011).

2.11 Conceptual Framework

Academic law library services are positively or negatively related to their awareness levels among the patrons and resultant information gaps ignites the debate for causality. Consequently, this has a direct bearing on the library clients focused service strategy. At the tail end the research elicited probable innovative solution vide call center framework to assist stem embedded risks, instigate reliability confidence and satisfaction for all stakeholders in accordance to information gap theory (Ben-Haim, 2006).


2.12 Chapter Summary

This Chapter represented literature review, information gap theory, information seeking model, legal research information services, library call centers, and causes of legal research information gaps, strategies for bridging legal research information gap, intellectual related studies and the conceptual framework of the study.
CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction
This chapter was concerned with research methodology of the study. It focused on the research design, area of study, target population, sample and sampling techniques, sample size, data collection methods, research instruments, data collection procedures, data analysis and presentation, ethical considerations and summary of the chapter discussion.

3.1 Research Design
The study used descriptive survey research design to gather information from respondents about their opinions on the bridging legal research information gap in law libraries; a framework of a call center. Habib et al., (2014) averred that descriptive research assist to obtain characteristics of a particular problem. Mixed methods (qualitative and quantitative) were employed for their popularity than using either of the two independently (O’Leary, 2010, Creswell, (2013)). Available research literature on bridging information gap depicted Tatomir & Durrance, (2010) about overcoming the information gap, information gap of economics in libraries was studied by Stoffle, Leeder & Sykes, (2008). DaCosta, (2010) researched on information literacy skills gap, Savolainen, (2006) carried a research on information use to bridge gap, Nkanu’s (2010) was on bridging the ICT gap while Kim & Sin (2011) dealt with perception and use of resources and another author Ondieki, (2012) on bridge using web 2.0. Both studies used quantitative method putting focus on the respondent’s points of view instead of igniting the interest but allow researcher to make observations from different viewpoints.
3.2 Area of Study

The Kenya school of law; a post graduate legal institution located in Nairobi County Kenya that was originally established to fill the gap which existed in the training of lawyers in Kenya. The other legal education institution, School of Law University of Nairobi is within Nairobi in Kenya too. Law libraries of both institutions support training, research and training needs of the faculty and core clients by providing a rich legal collection and highest possible level of sustainable legal research services for lawyers hence a requisite audience capacity to collect data from.

3.3 Target Population

The study had a population of 259 respondents from two accredited legal education institutions; one post graduate and one undergraduate that consisted students, lecturers and library staff.

3.4 Sample and Sampling Techniques

Adopting Mugenda and Mugenda, (2003) and Kothari, (2004) who approved a sampled size ranging between (10-30) percent depending on the population size of the study. 10% (259) of the total population (2594 was adopted and consisted of KSL Advocates Training Programme and School of Law University of Nairobi students, lecturers and library staff. The researcher applied convenient sampling considering it was a Masters research that must be completed and presented in a short period.
3.4.1 Sample Size

In the case of law library clients and library staff, purposive sampling was used. The sample size for the study was 10% of the total target population, Mugenda and Mugenda, (2003) and Kothari, (2004) approved a sampled size ranging between (10-30) percent depending on the population size of the study. The above translated to 10% of 2594 (the sum of two strata (Kenya School of Law and Law School, University of Nairobi) having been selected due to their oldest link with legal education in Kenya hence the reason the research settled on them.

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Population Size</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenya School of Law</td>
<td>2074</td>
<td>207</td>
<td>80</td>
</tr>
<tr>
<td>School of Law, University of Nairobi</td>
<td>520</td>
<td>52</td>
<td>20</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2594</strong></td>
<td><strong>259</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.4.2 Sampling Techniques

Convenient sampling was considered hence the choice of one post graduate institutions which doubled as the researcher’s work station as well as an opportunistic population whose feedback informed the results of the study. Mugenda and Mugenda, (2003) and Kothari (2004), a target population of 2594 respondents was envisaged for this study, a sample size of 259 respondents representing 10% of the total population was adopted consisting KSL Advocates Training Programme and School of Law University of Nairobi students, lecturers and library staff. Data was collected from respondents of the two contexts of the study after distribution of questionnaires by the researcher.
3.5 Data Collection Methods

To get a clear picture of the target population, every effort was made through personal interaction to encourage a high rate of participation. The study utilized structured questionnaires, observation and content analysis that involved the strategic plan and legislation governing operations and service of the context of study areas. This method had inherent merits that the study aimed to tap into; questionnaire: permit documentation, economy of time and handy for large population as was the case in this study and good on sensitive questions, interview; flexibility of probing for clarity, presence ensures observation and solution for illiteracy bottleneck. Observation; the study applied a non-participatory allowing peripheral glance and took notes.

3.5.1 Questionnaire

It is one of the most applied methods of data collection and fits this study too. It consisted of a set structured question for respondents. It was economical of time within the targeted sample size of 259 above permitting documentation, objectivity and sensitive questions.

3.5.2 Document Review

A very key instrument that enabled the researcher to approach the study open minded while perusing extant authoritative literature for context, methodology and theory both in print and electronic of the research problem. Pointed out gaps and links, build concepts map to fill in, and showed current state of knowledge call center industry, including authors from related studies. Such extensive readership instilled lifeblood into the
resultant knowledge work having a long shelf life for industry learners, researchers and practitioners.

3.6 Research Instruments

The researcher conducted a survey using questionnaire as a tool for primary data collection. Questionnaire had section one on background information and section two with respondents’ questions on the degree awareness for call center services, role of call center initiative in sealing the gap, approaches available for bridging legal research for law libraries and potential benefits are wrapped up in call center initiative for stakeholders. The four questions were objectively responded to and revealed the extent of gaps that the study sought to bridge. Questionnaires were used because direct (person-to-person) contact with respondents was limited by a population of 259. Furthermore, the instrument was equally cheap and easy to administer. In addition, the technique gave time to respondents to read and understand the questions thus able to give conclusive response.

3.6.1 Pilot Study

Pilot study was conducted on the basis ascertaining the response of research. Questions for data collection were given to participants at the Catholic University of Eastern Africa law library to test validity of research instruments (questionnaire, interview and observation) to be employed for the study. The site was convenient by proximity as well as being legal education institutions with provisional accreditation credentials vide Council of Legal Education to offer Bachelor of law degree in Kenya. A total of 2 law library staff, 2 law lecturers and 6 students were selected. 6.4. The response findings as
shown in table 3.2 were 80% with two questionnaires 20% not having been honoured (Table 3.2).

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Distributed</th>
<th>Returned</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library Staff</td>
<td>2</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td>Lecturer</td>
<td>2</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td>Students</td>
<td>6</td>
<td>4</td>
<td>40</td>
</tr>
<tr>
<td>TOTAL</td>
<td>10</td>
<td>8</td>
<td>80</td>
</tr>
</tbody>
</table>

3.6.2 Validity

The author was directly instrumental in the study to ensure data collected was able to measure what the study set out to measure (the degree of information gap for legal research information among law libraries) using questionnaire, observation and a pilot study at Catholic University of Eastern Africa law library to ascertain content and concurrent validity of questions including expert opinion of seasonal scholarly publishing librarian at the same venue to verify instrument’s potential to measure the concept of information gap. Population sample of 259 was indicatively capable of producing realistic findings as was positive results of the pilot study on which chapter five relied to draw conclusion (Table 4.1 pg. 53).

3.6.3 Reliability

This study was objective driven and executed direct measure by way of triangulation (questionnaire and observation). Reliability was guaranteed by the fact that the law under graduate student (with quest to find, understand and apply law) on one hand and staff (who render legal research information services) on the other hand. This is a high priority legal profession service environment that forms the peak of the problem under
study. Similarly, the two main study contexts and pilot area are governed and regulated by same agency (Council of Legal Education) and therefore operate legal education institution library standards environment. An acceptable reliability score is one that is 0.7 and higher (Heale & Twycross, 2015). Cronbach alpha values for the four constructs of this study were acceptable (Table 3.3 pg. 49).

<table>
<thead>
<tr>
<th>Constructs</th>
<th>No. of Items</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness levels of call center services</td>
<td>4</td>
<td>0.735</td>
</tr>
<tr>
<td>Role of call center initiative in bridging legal research information gap</td>
<td>7</td>
<td>0.745</td>
</tr>
<tr>
<td>Potential benefits of a call center initiative</td>
<td>7</td>
<td>0.719</td>
</tr>
<tr>
<td>Innovative approaches to bridging legal research information gap</td>
<td>7</td>
<td>0.777</td>
</tr>
</tbody>
</table>

### Table 3.3 Summary of Cronbach’s Alpha Reliability Test Results

**3.7 Data Collection Procedures**

The study gathered quantitative data using questionnaires to customers and from KSL advocates training programme students, lecturers and library staff. The method was preferred due to its ease of administration, economic and enabled data gathering from a large group without the researcher’s physical presence. The researcher generated structured questions that consisted of call cents propositions, role of call center, approaches to closing information gap and benefits of a call center framework initiative in bridging legal research information gap.

50
Observation was used as minor data collection method from the proactive ten years’ interaction the author had with post graduate clients and specifically to the library staff of both contexts of study entities to fill up gaps and at the same time gather authentic information. The questionnaires were delivered to respondents with assurance of anonymity and confidentiality of participation.

3.8 Data Analysis and Presentation

Researcher applied descriptive statistics using statistical package for the social Sciences (SPSS) and Microsoft excel for analysis, statistical frequency distribution tables and percentages was applied to measure awareness levels among clients to determine the gap and viability a framework for a call center initiative as a bridge and present results from analyzed data. From the pilot findings, percentage score index was below moderate on objective 1 (awareness of call center services) that denoted high gap (depicting risk, unreliability and dissatisfaction) in terms of law library and help clients find, understand and apply law. The higher the percentage score (moderate and above) per all questions under objectives 3, 4 and 5, the narrower the gap (limited risk, reliable and satisfactory) in terms of helping supposed clients to find, understand and apply law.

3.9 Ethical Consideration

The study had an authorization letter from the department of library and information science (DLIS) University of Nairobi which was used to apply for consent to carry out research from the respondents of contexts of study. Information was gathered from informed respondents who were satisfactorily informed how they stood to benefit from the research including pilot study respondents with assurance of confidentiality for
divulged information and submission of an approved copy of the report to these entities. All citations were referenced at the tail end of the research to indicate adherence to anti plagiarism code of University of Nairobi.

3.10 Chapter Summary

This chapter represents the research methodology which was used in the study. It covered in details of research design, study area, target population, sampling technique, sample size, data collection methods, data collection instruments, data analysis, pilot study and results, validity, reliability, and ethical issues concerning the research.
CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presented results of the study that examined the approach of a framework for a call center initiative in bridging legal research information gap in academic law libraries in Kenya. To achieve its objectives, the study was designed to use questionnaire for two categories of respondents: clients (lecturers & students) and library staff as information professionals. Questions for both categories of respondents covered a number of issues as already indicated in chapter three. The research questions formed the basis of data analyzed, interpretation and discussed for presentation.

4.2 Background Information of Respondents

Sample size of 259 respondents was adopted in collecting data in this study. Total response rate from the target group was 242 (93.4%) of the initial sample size. Response from clients formed 95% while the response from library staff formed 5% of the data collected. On gender distribution of the respondents, 62.8% were female while 37.2% were male. Respondents’ response rate from the two contexts of study areas (Kenya School of Law and School of Law, University of Nairobi was 16.2% of the sample size for the later whose feedback accounted for 13% questionnaires received back while 87% for the former. Feedback (questionnaires) was not received from 17 respondents; 10 from University of Nairobi and 7 from Kenya school of law (Table 4.1 pg. 54).
### Table 4.1: Response Distribution

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Distributed</th>
<th>Returned</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>KSL</td>
<td>217</td>
<td>210</td>
<td>95</td>
</tr>
<tr>
<td>School of Law, University of Nairobi</td>
<td>42</td>
<td>32</td>
<td>5</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>259</strong></td>
<td><strong>242</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

### Table 4.2: Gender Distribution

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>90</td>
<td>37.2</td>
</tr>
<tr>
<td>Female</td>
<td>152</td>
<td>62.8</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>242</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

#### 4.3 Call Center Services and Awareness

Data collected on call center services and awareness focused on four predominant study tiers. The mean frequency for all services was below 50 with inquiry service scoring highest mean frequency of 48.4 as shown in (Table 4.3 pg. 55). Relationship management had the least mean frequency of 43.2. It is also worth noting that, there was a variation in frequency rating across all services offered. The highest frequency score for inquiries was at level 2, registering 118 respondents. The highest frequency of respondents for requests services was observed at level 2. Relationship management service registered a frequency of 78 at level 2 closely followed with a frequency of 60 at level 1 while response at levels 5, 4 and 3 was low with 28, 31 and 19 scores respectively. This result indicates a wide gap between the law library clients and the call centre services. Level 3 had the lowest frequency of respondents for inquiry service. Transaction service had highest frequency 109 of respondents at level 1 that indicated minimal awareness (Table 4.3 pg.55).
The reason for law libraries being different from other types of libraries is that they serve a profession which is literally unable to exercise its work without use of books” (Shrivastava, 2008). Past themes continue to influence law libraries offerings, but the cognizant landscape changer is information technology that shifts delivery and use by legal information consumers (Jones & Ilako, 2015). Key expectations from respondents zeroed on user services, seamless resources access both on and off campus, reliable internet including conflict resolution prominently stood out exposing the low awareness gap for a call centre initiative’s ability to mitigate conventional library’s service delivery as evidenced in the literature review from a number of industries. However, the prosed call center framework figure 4.1 pg. 62 is a worthwhile match in meeting these needs as espoused hither with, touchpoint roving and proactive services delivery including outstanding service will be managed vide the telephony counter; downloadable materials circulation and library visibility to be handle on the portal; workflow efficiency to be managed through self-service and for the library to have reduced production and recruitment cost, the initiative through strategic planning and needs analysis guarantees value for money out of such big projects as call center initiative. This ensures financial support from the sponsoring institution/organization (Hitch & Macbrayne, 2003).

Table 4.3: Awareness Levels for Call Center Services

<table>
<thead>
<tr>
<th>Services</th>
<th>Very High</th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
<th>Very Low</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>%</td>
<td>F</td>
<td>%</td>
<td>F</td>
</tr>
<tr>
<td>Inquiries</td>
<td>20</td>
<td>8</td>
<td>22</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Transactions</td>
<td>21</td>
<td>9</td>
<td>29</td>
<td>12</td>
<td>49</td>
</tr>
<tr>
<td>Requests</td>
<td>15</td>
<td>6</td>
<td>33</td>
<td>14</td>
<td>28</td>
</tr>
<tr>
<td>Relationship Management</td>
<td>28</td>
<td>13</td>
<td>31</td>
<td>14</td>
<td>19</td>
</tr>
</tbody>
</table>

F. Mean

48.4

48.2

44.4

43.2

55
4.4 Role of Call Center Initiative

Question two was asked to qualify the roles of call center in bridging legal research information gap and the underlying opportunities for call center strategy to cut a niche in academic law libraries. The role of a call center today is indisputable, leveraging on information technology and economy globally. It is in view of this that the study sought to establish its application in academic law libraries in Kenya. Feedback from respondents from 3 out of 7 core roles of a call center in academic law libraries had same mean frequency of 48.4. From an overall point of view, 6 roles had highest mean frequency at level 3 save for e-compendium of digest topics role whose highest frequency was at level 2. This justified the feasibility of a call center initiative within law libraries to bridge legal research gap as was indicated by high respondents score lying within ranges 5-3 (Table 4.4 pg.57). Worley, (2007) was of the view that higher learning institutions had limited resources to satisfy need of the cream clients thus a difficult situation to fulfill the demands of the public/society. This was affirmed by the findings of the study by customers thirst for access to compact current and relevant legal information in time, anywhere, irrespective of format and channel. In addition, information and resource access equity and non-innovative services niche daunted legal libraries. In figure 2.1 pg. 21, the five customer touch points are commensurate in fulfilling law library’s traditional service delivery of equitable and innovative services access, competitive advantage, knowledge management and legal research literacy (Table 4.4 pg. 57).
Table 4.4: The Role of Call Center

<table>
<thead>
<tr>
<th>Roles</th>
<th>Very High</th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
<th>Very Low</th>
<th>F. Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equitable Access to Services</td>
<td>F</td>
<td>%</td>
<td>F</td>
<td>%</td>
<td>F</td>
<td>%</td>
</tr>
<tr>
<td></td>
<td>92</td>
<td>38</td>
<td>80</td>
<td>33</td>
<td>46</td>
<td>19</td>
</tr>
<tr>
<td>Legal Research Literacy</td>
<td>44</td>
<td>18</td>
<td>84</td>
<td>35</td>
<td>35</td>
<td>86</td>
</tr>
<tr>
<td>E-Digest topics</td>
<td>28</td>
<td>12</td>
<td>43</td>
<td>19</td>
<td>60</td>
<td>26</td>
</tr>
<tr>
<td>Competitive Advantage</td>
<td>35</td>
<td>15</td>
<td>95</td>
<td>40</td>
<td>67</td>
<td>28</td>
</tr>
<tr>
<td>Innovative Services</td>
<td>78</td>
<td>34</td>
<td>50</td>
<td>22</td>
<td>55</td>
<td>24</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>29</td>
<td>12</td>
<td>91</td>
<td>39</td>
<td>65</td>
<td>28</td>
</tr>
<tr>
<td>Marketing Tool</td>
<td>47</td>
<td>19.4</td>
<td>43</td>
<td>18</td>
<td>83</td>
<td>34.2</td>
</tr>
</tbody>
</table>

4.5 Call Center Benefits

Call center in a business organization concept used to steer market offerings tied to service quality and reduction of operation cost. It is gaining position in the senate/council discourse of many higher learning institutions specifically e-learning and student management. ICT is the landscape on which paradigms in demand for seamless service access and delivery by the greatest organisation’s asset (clients) are riding; library and information science profession is no exception. To qualify the commercial oriented benefits of a call center into the arena of library service counters, respondent were required to assess each benefit as a legal information service by law libraries. Research findings showed that 6 benefits out of 7 lay in levels 5-3 with a frequency of between 98 and 84 save for LIS Career growth in level 2 (low) with a frequency of 78. In addition, 6 benefits had a mean frequency of 47 and above. Only instant service & clients’ link scored a mean frequency of 46.4. This result was a proof that irrespective of the clients and offerings, trending technology including mobile technology is not a preserve of a
particular industry. Call centre initiative indicated capabilities of re-engineering library services in the twenty-first century to new heights if such a project was implemented well. The project had embedded creative library management window for partnership and sustainability with respondent frequency of 85 at level 5 (Table 4.5 pg.59).

Similarly Selvi, (2013) while researching on mobile technologies for library services reported that librarians must keep pace with technology trends and integrate themselves into the mobile realm to deliver enhanced customer services. There exists inability to access information via information communication technologies as a result of inadequate ICT infrastructure though presence of good infrastructure is not panacea to determine in ICT usage (Tuhumwire & Okello-Obura, 2010). The finding showed that legal information consumers prioritized Legal information access, sufficient resources /tools, Meet dynamic needs, fusion of trending technology, empower staff with legal skills, accommodate alumni, legal information service drive, reliable IT, partnerships, convenience and value additions. Major gaps that the study exposed and which the call center is capable of sealing were inadequate partnerships, long information transmission hierarchy, service quality, lack of service strategy, high cost of transaction. As shown in table 4.5, pg. 59, respondents overwhelmingly rated five key potential benefits in the scale of very high to high that a call center initiate would be a solution to.
### Table 4.5: Benefits of Call Center Initiative

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Very High</th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
<th>Very Low</th>
<th>Frequency (F) &amp; Percentage (%)</th>
<th>F. Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Focus Strategy</td>
<td>52</td>
<td>22</td>
<td>85</td>
<td>36</td>
<td>64</td>
<td>27</td>
<td>47</td>
</tr>
<tr>
<td>Instant Services Link</td>
<td>84</td>
<td>36</td>
<td>57</td>
<td>24</td>
<td>54</td>
<td>23</td>
<td>47</td>
</tr>
<tr>
<td>One-stop Queries Point</td>
<td>46</td>
<td>20</td>
<td>42</td>
<td>18</td>
<td>98</td>
<td>42</td>
<td>46.4</td>
</tr>
<tr>
<td>Reduced Transaction Costs</td>
<td>37</td>
<td>16</td>
<td>51</td>
<td>21</td>
<td>93</td>
<td>39</td>
<td>47.5</td>
</tr>
<tr>
<td>LIS Career Growth</td>
<td>41</td>
<td>17</td>
<td>51</td>
<td>21</td>
<td>51</td>
<td>21</td>
<td>47.8</td>
</tr>
<tr>
<td>Quality Services</td>
<td>47</td>
<td>20</td>
<td>92</td>
<td>39</td>
<td>46</td>
<td>19</td>
<td>47.8</td>
</tr>
<tr>
<td>Partnership &amp; Sustainability</td>
<td>85</td>
<td>36</td>
<td>46</td>
<td>20</td>
<td>53</td>
<td>22</td>
<td>47.2</td>
</tr>
</tbody>
</table>

#### 4.6 Approaches to Bridging Legal Research Information Gap

Question three aimed at establishing innovative and appropriate approaches for consideration in this study to ascertain their potent in bridging legal research information gap in academic law libraries. Among core approaches was a dedicated call center whose respondent score was at level 5 with a frequency of 92. Meaning the method was admissible for adoption by law libraries to improve client service quality and delivery for legal training, research and practice. Suitability of individual approach as solutions for bridging legal research information showed that e-legal content generation led by a respondent frequency of 111 at 4 while call center 24/7 was second with 92 at level 5. On contrast, Lexis & Westlaw terminal and electronic citators both scored high respondent frequencies of 90 and 81 at level 2 (Low) respectively with an even approval distributions in level 3-5. From the perspective of frequency mean score, all five approaches registered a mean of 47 and above save for knowledge management strategy and call center 24/7 which registered 46.2 and 46.4. At level 2-1, the average for highest (38) and lowest (7) percentage was 6.4% (Table 4.6 pg.60). This indication affirmed the fact that the approaches carry high stake of bridging legal research information for
identifying service agencies that include academic law libraries. Poor research skills, limited e-literacy for empowerment were identified as some of the barriers to legal information access (Makri, 2009). Collaboration, application of web 3.0, automation, e-books and journals, institutional repository and skilled staffing too emerged and parameters key to law library service delivery quest. The study revealed digital divide, limited ICT infrastructure, budget constraints, networking and lack of legal information policy as pertinent gaps to the fulfillment of library mission. Respondents did not shy off from pinpointing specific avenues through which their gap would close through. From table 4.6, call center initiative was ranked very high, e-learning came second, and mobile legal research was third. Knowledge management and e-legal content were all the same range. The five constructs on table 4.6 can be sufficiently served through the 5 customer touchpoints of (Figure 2.1 pg.21). Call centre strategic plan based on vision, mission and smart objectives and consisting of pillar components would be an instrumental tool in creating awareness on managing library dedicated call centre, outlining core constituent features of a call centre including technology and people and key prerequisite consideration for such a project (Mampu, 2004).

Table 4.6: Approaches for Bridging Legal Information Gap

<table>
<thead>
<tr>
<th>Innovative Approaches</th>
<th>Very High</th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
<th>Very Low</th>
<th>Frequency (F) &amp; Percentage (%)</th>
<th>F. Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call Center 24/7</td>
<td>92</td>
<td>40</td>
<td>59</td>
<td>25</td>
<td>8</td>
<td>45</td>
<td>19</td>
</tr>
<tr>
<td>Mobile Legal Research</td>
<td>58</td>
<td>25</td>
<td>83</td>
<td>35.31</td>
<td>49</td>
<td>21</td>
<td>26</td>
</tr>
<tr>
<td>Lexis &amp;Westlaw Terminals</td>
<td>33</td>
<td>14</td>
<td>48</td>
<td>20</td>
<td>52</td>
<td>22</td>
<td>90</td>
</tr>
<tr>
<td>Knowledge Management Strategy</td>
<td>60</td>
<td>26</td>
<td>81</td>
<td>35</td>
<td>45</td>
<td>20</td>
<td>26</td>
</tr>
<tr>
<td>E-learning Curriculum</td>
<td>90</td>
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<td>50</td>
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<td>37</td>
<td>16</td>
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</table>
4.7 Proposed Call Centre Frame Work

A call centre has insulated capabilities of enhancing legal information services to customers by fulfilling a number quality, relevant and convenient outcomes that depicts law library visibility. Some of the outcomes include but are not limited to customer access and choice on low cost services, consistent and quality information that satisfies customers. Another key benefit of a call center initiative is early sensing of danger for customer service trouble spots. According to Winterton (2011), potential threats and need for skills re-engineering, law librarians shall rise up in the present emerging market that have attached knowledge management roles. Library is the most important place that provides interesting and innovative ways to meet community’s evolving present and future needs (Edwards et al., 2012).

African libraries should take the advantage of mobile telephony as a promotional tool for reference services, information services, and access to social services and cultural opportunities via call center. The author added that mobile phones were convenient form of ICT access suitable for library customers in dispensing conventional academic library services as alluded to by Mutula in “cellular phone economy” that further pointed to users accessing online databases and catalogue through mobile phones (Maranto & Phang, 2010). Unique research practices of lawyers in relation to legal information gaps as well as underlying causes thereof have a variety of implications for law libraries (Lawson, 2014). Libraries must focus on treating their asset customers and turn them into loyal advocates by knowing precisely client’s issues from time to time while continuously keeping those lawyers happy to close the delivery gap as well as attain target (Smith & McKeen, 2005). Whether the time is ripe or not, call centre project must be taken
seriously by parent organization. For customers and staff, obstacle are inevitable, they are bound to exist. This framework has not been validated, thus an open window for other researcher’s contributions in refining it for utility by policy makers, academicians and practitioners.

**Figure 4.1:** Proposed Library Call Center Framework
4.7.1 Components of Proposed Library Call Centre

Customer needs are dynamic and hence key driving force being law libraries diversifying the approaches to service delivery today in addition to technology. This call centre model is a typical replica of day today circulation, information desk and reference sections of conventional law library only that access is inclined towards seamlessness for 95% of the services. Zone B on figure 4.1 pg.62, illustrates legal information library user needs in the conventional setting and how the same shall be satisfactorily be addressed by call center initiative. Depending on call centre literacy level, location at the time and the pressing need of clients, convenient channel will be selected (chat, email, voice over, Skype or IVR). Strategic plan is the pivotal bridge between the law libraries thus must be aligned to the wider organizational plan, customers and needs both for presently and in the future. It is an instrumental tool for championing project partnerships for development and sustainability. From figure 4.1 pg.62, the proposed call center has five access channels for legal information customers’ needs namely the telephone, self-service through interactive voice response with only one prompt and the next one a client is connected to an agent. Again users are able to surf library’s portal or call to obtain information in question. Face-to-face gateway caters for walk-in clients with support of remote care application. Mail to include e-mails with embedded document archiving ability and portals for seamless personalized internet access and search. Daily operations of the front desk touchpoints spreads to agents via routing logics (found between zone D and E). This depends on customer service officer (CSO) with least queue and legal knowledge specialization. Further, arrows in the figure 4.1 show one and both ways interactive relationship in all zones. Librarian as team leader will be able to statistically
execute smart service output and customer consumption analysis. This will assist in aligning customer focus strategy for example the ratio of online resources positive index must be at 1 access to 5 downloads or more. In essence, core administrative library back end activities will be qualitatively managed through efficient workflow in a law library setting though the context of study area had no immediate indicator for outright uptake of the call centre initiate. Library manager will also enjoy smart procurement with call centre initiative when it comes to choosing resources for collection development including combing through customer suggestions in the customer data bank. In the wake of trending new technologies, call centre is noble path for law libraries to adopt as the reality of e-learning waves take root among higher learning institution. Take for example from the front desk of the call centre, customers will remotely access and manage their accounts though with attached security limits and at the same times, agents / CSOs track every clients first call resolution when need arises.

Multiskilled agents sometimes called customer service officers who access clients’ quests from the five front end counter channels and respond to them using backend support system. Legal librarianship and call centre management training will ensure that value return on investment is realized. This further calls for law library call centre script development for differentiation from the commercial call centre for example while receiving inbound call an agent says “Legal solution Centre, good morning, may I help you”. Interactions (knowledge management) and content repository (library visibility) are key to customization and personalization of service delivery strategy hence converts clients into co-creators. This will guarantee customer loyalty and service sustainability. In reality, this framework makes “law library in my pocket” a living reality if adopted for
implementation. Assuming call centre project is considered by the two areas of study in futures and five years down the line and library wish to mobilize its alumni, any of the five call centre channels will be maximized making such execution very efficient to attain.

4.8 Chapter Summary

This chapter presented findings from data analysis derived from research questions that were posed to respondents in relation to thematic areas of study: Call Center Services; role of call center initiative; innovative approaches to bridging information gap and benefits of a call center initiative in law libraries.
CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter highlights the summary and discussions of the study findings including conclusion and recommendations. The study makes further recommendations regarding uptake of dedicated call center initiative by libraries to re-engineer their service focus strategy. Areas for further study are also suggested in this chapter. The purpose of this study was to examine the innovative approach of bridging legal research information gap in academic law libraries in Kenya via call center framework. Objectives of the study included to: establish the level of awareness of call center services in bridging legal research information gap among clients of academic law libraries, evaluate the role of call center initiative in bridging legal research information gap in academic law libraries, find out the innovative approaches applied to bridge legal research information gap in academic law libraries and propose a framework for a dedicated call center initiative for bridging legal information gap in law libraries in Kenya.

5.2 Summary of the Findings

5.2.1 Awareness Levels of Call Center Services

The first objective of this study was to establish the awareness level of call center services in academic law libraries in Kenya. The study findings revealed the information as indicated in (Table 4.3 pg. 55). This indicates that, the mean frequency for all four line services was below 50. Overwhelming majority (49%) of the respondents had low awareness level on call center inquiries followed by very low for transactions (45%) that
indicated minimal awareness. The study revealed a wide gap between law library clients and call center services as shown in (Table 4.3 pg.55). This is strong indicator that academic law libraries have not diversified the uptake of new technologies including call center initiative.

5.2.2 Role of Call Center in Bridging Legal Information Gaps

The second objective of the study was to evaluate the role of call center in bridging legal information gaps. The study findings clearly illustrate 3 out of 7 core roles of a call center had similar frequency of 48.4. From overall point of view, 6 roles registered highest frequency at moderate scale as demonstrated in (Table 4.4 pg.57). Findings strongly reveal that under scale very high, equitable access (26%) and innovative services as the leading roles. On the same note, knowledge management and e-digest of topic services scores (8%). Knowledge management strategy role had a high rating of 39%. On competitive advantage role 40% respondents confirmed it as high role and able to elevate an academic law library. This clearly indicates that the existing of a justified feasibility of a call center within an academic law library to bridge the legal information gap as indicated by high response rate lying between ranges 5-3 of the scale save for e-digest of topics that was at range 2 (Table 4.4 pg.57). In addition to roles, the study further assessed the potential benefits of a call center in bridging legal information gaps in academic law libraries. As illustrated in Table 4.5 pg. 59, highest rating was on quality of services and growth and development within library and information science industry vide call center initiative with both scoring a mean of 47.8. Highest frequency score was (98 & 84) for 6 out of 7 benefits and lays in levels 5 and 3. Only library and information science’s career growth frequency (78) fell in low level, (Table 4.4 pg.57).
The findings further indicated that 6 benefits had a mean score of 47 and above. This finding conclusively indicate that call center initiative is embedded with robust inherent benefits that not only fit the commercial sectors but have a lot to offer to higher leaning institutions.

5.2.3 Innovative Approaches in Bridging Legal Information Gaps

The third objective of the study was to establish existing innovative approaches in bridging legal information gaps for uptake by academic law libraries. The study finding showed that at scale 5 (very high) call center approach was most admissible according to the clients with 40% while at scale 4(high) e-legal led with an overwhelming response of 47%. Cumulatively and based on statistical mean (47.6), e-learning beat the rest of the approaches. Interestingly, Lexis & Westlaw terminals registered high frequency of 90 but under low scale (2). This vividly depicts how the service focus strategy will adopt innovative measures to help entities align their visions and policies hence reduce risks, remain reliable and sustain customer market (Table 4.6 pg.60).

5.2.4 Proposed Frame Work for a Dedicated Call Centre Initiative

The fourth objective of the study was to propose a frame work for a dedicated call centre initiative for bridging legal information gap in law libraries (Figure 4.1 pg. 62).

5.3 Conclusion

Based on the findings and discussions presented in the above sections, this study makes the following conclusion:
Legal information gap has adverse consequences on research, learning, teaching and practice for law library clients in particular and other stakeholders in general. This study therefore raises key concerns regarding the preparedness of foundational legal information facilities. There is dire need to adopt innovative approaches (including call centers) to bridge this information gap and raise the level of satisfaction, reliability, reduced services risks and improve decision making among community of practice. Of the two context of study, none had a dedicated call management center for service transaction or inquiries. Limited uptake of such trending technologies will hinder seamless information access by majority of the users who are millennial needs. Approaches to bridge legal information gaps are key to lessening the impact of the gap among academic law libraries, related facilities and affiliate partners to guarantee value addition. Consequently, customer management relationship will be improved in the market segment, increase loyalty and sustainability. From business organization perspective, call center offerings are tied to service quality and reduction of operation cost and its gaining popularity among higher learning institutions specifically with e-learning and student management. Demand for seamless service access by customers is pushing information professionals to be creative thinkers and harness ICT opportunities in the present global information economy.

5.4 Recommendations

Based on the study findings, recommendations are made to address the various approaches for bridging legal research information gaps by academic law libraries in Kenya, to ensure that innovative solutions that capture the present and future customer information needs for learning, research and practice are provided.
5.4.1 Awareness Levels of Call Center Services

This study recommends the adoption of a dedicated call center framework to match the emerging information needs standards. Findings revealed existence of legal information gaps among legal education institutions that was attributed to total absence of a call center. By adopting this framework, law libraries must spearhead the trend and this shall lead to relevant and qualitative service delivery.

5.4.2 Role of Call Center in Bridging Legal Information Gaps

The study further recommends that while developing a call center initiative, parent organization or library must take it seriously to ensure adherence to efficiency through monitoring and review of monthly statistics to sustain best services. Additionally, call center in a super vehicle for a strong relationship with other libraries to maximize on its benefits including optimization of the circulation counter. The study also recommends adoption of the proposed call center framework. This is hinged on the findings that for the commercial offering benefits accrued from in within business organizations are the same service benefits legal information client stand to gain through academic law libraries especially co-creation and knowledge management.

5.4.3 Innovative Approaches in Bridging Legal Information Gaps

The study also recommends a call center in the most ideal approach and the rest of the methods can smartly ride on it. The study also revealed that needs analysis when implementing a call center is crucial. This shall ensure successful acceptance while quelling resistance to change when staff are no part of the planning process to own it.
Libraries must draw service focus strategy, adopt innovative technology and align their visions to reduce risks, remain reliable for a sustainable competitive advantage.

5.5 Suggestions for Further Research

The following areas are suggested for further study:

5.5.1 Mobile Legal Information Apps

The study suggests further investigation into using present mobile telephony penetration dominion as a legal information application targeting paralegals in Kenya as a tool for knowledge transfer and empowerment.

5.5.2 Harmonization of Call Center Initiative and Huduma Center

The study notes that companies and technology are no longer what they once were as a result of convergence and dynamic audience demands hence propose a comparative study for merger of content and seamless offerings entities.

5.5.3 Seamless One-stop E-Legal Content

The study further directs for continuous research followed by public sensitization for policy and governance on a one stop e-legal content platform from which all legal community of practice will drink based on imminent information gaps.

5.6 Chapter Summary

As the last chapter of this study, it outlined the summary of the major findings of the study based on the research objectives. The study gave recommendations for adoption in bridging legal research information gap. Recommendations for further research have been equally highlighted.
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APPENDICES: APPENDIX I:

INTRODUCTION LETTER

UNIVERSITY OF NAIROBI
FACULTY OF ARTS
DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE

Our Ref: UON/CHSS/DLIS/303

Date 30/08/2016

Dear Sir/Madam,

RE: ELPHAS NGAIRA REG NO. C54/77795/2015

The above named is a bonafide student at the University of Nairobi undertaking a Master of Library and Information Science (MLIS). He is currently in the process of collecting data as part of the requirements for the course.

His topic is "Integration of Call Centre Initiative in Bridging Legal Research Information Gap in Academic Law Libraries: the case of Kenya School of Law"

Any assistance accorded to him will highly be appreciated.

Regards,

Dr. Dorothy Nji aine
Ag. Chairperson
Department of Library & Information Science (DLIS)
APPENDIX II: QUESTIONNAIRE FOR LIBRARY STAFF

INSTRUCTIONS

Please respond by ticking (√) against your preferred response for each STATEMENT using the following scale of Very high=5, High =4, Moderate=3, Low=2, Very low=1

Background Information

1. Specialization:
   a) Circulation Librarian
   b) Legal research & reference
   c) Systems & e-resources management
   d) Cataloging Librarian
   e) Planning, Acquisition & management
   Other, specify)……………………………………………………………………

2. Gender
   a) Female
   b) Male

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What is your Rating for these Library Call Center Roles in Bridging Legal Information Gap?

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How do you Rate the following Innovative Approaches in Bridging Legal Information Gaps
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**Rate these Potential Benefits of a Call Center Initiative in Bridging Legal Information Gap**

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**THANK YOU FOR YOUR RESPONSE**
APPENDIX III: QUESTIONNAIRE FOR CLIENTS

INSTRUCTIONS

Please respond by ticking (√) against your preferred response for each STATEMENT using the following scale of Very high=5, High =4, Moderate=3, Low=2, Very low=1

Background Information

1. Gender
   a) Female
   b) Male

2. Programme
   Undergraduate
   Postgraduate
   Lecturer

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| What is your Rating for these Library Call Center Roles in Bridging Legal Information Gap? |
| 1. | Equitable access to services |   |   |   |   |   |
| 2. | Legal research literacy |   |   |   |   |   |
| 3. | E-digest of topics |   |   |   |   |   |
| 4. | Competitive advantage |   |   |   |   |   |
| 5. | Innovative services |   |   |   |   |   |
| 6. | Knowledge management |   |   |   |   |   |
| 7. | Marketing tool |   |   |   |   |   |

How do you Rate the following Innovative Approaches in Bridging Legal Information Gaps
1. Dedicated 24/7 legal research call center
2. Mobile technology legal research
3. Dedicated Lexis &Westlaw Terminals
4. KM strategy for academic law libraries
5. Legal research e-learning curriculum
6. Electronic citators(auto-cite,instacite, lexcite&quickcite)
7. e-legal content generation (for virtual access)

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<td>5. Library and information science Career growth</td>
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<td>7. Partnership &amp; sustainability</td>
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THANK YOU FOR YOUR RESPONSE