Chapter I

1. Introduction

In past, libraries were storehouses of books and Librarian was just a caretaker. Information Technology has changed the today’s environment of libraries in a big way with the current thrust on digital information. With the development of digital information and knowledge society, libraries are changing their role from document provider to information provider. The need of the hour is to provide authentic information in a split of second. Internet explosion paves the way for the same. The impact of information technology has led to a paperless society, digital libraries and virtual libraries.

Users expect a certain level of service from the libraries; libraries are trying to satisfy their customers. The library is able to rise to users’ expectation; then they are getting satisfied to meet the actual needs. The level of expectation may range from high to low depending upon various factors such as personal factors, past experience of the service providers. Initially, libraries were mainly concentrated only in developing library collection and its processing. Due to change in socio-economical, technological changes and also new managerial concepts library developed services. Libraries importance role is to satisfy the users need and its main object is to give right document, at accurate time, at correct place and at exact cost. Thus we will check the users’ satisfaction with the help of assorted tools and techniques, methods to measure, control and improve the quality of library services for example a multiple item scale, SERVQUAL to measure service quality (SQ) and LibQUAL+™ also.

1.1 Quality Concept

In this era of global competition, quality has become the topmost priority for every organisation. Every progressive organisation wants to provide quality products and services to its customers. Since the word ‘quality’ has been subjective and ambiguous, therefore, quality could remain more as a wish rather than a reality for most of the organisations. The service and manufacturing sectors has developed more stress in this area, the library and information is not behind, which are also emphasis the quality concept to improving service issues.
1.1.1 Quality Concept in Library Services

The most important focus of a library is to offer service such as reference, information etc service to its users. It is the amalgamation of the services-process and its delivery offered service in the form of acquisition section, maintenance section where the processes carried out and thereafter delivered to the users. The quality should start from the acquisition section, which should be carried uniformly to circulation section. A user who had an unpleasant experience from the library will be told to many people, but a good experience will be told to very few. Therefore it is very necessary for librarian to understand the users’, requirement of information of what, how, and when they want. It is extensively renowned that service quality and consumer satisfaction is fundamental for retaining present consumers and attracting new ones. The traditional method of measuring the quality of an academic library is proven in terms of its collection and use does not offer any hint of the quality of the service process and new ways to measure quality in libraries have emerged during the past decade.

1.1.2 The users’ satisfaction is based on many factors like

a. Accessing facilities, update information and knowledge and assistance for it.

b. Facilities should be organized as visible to the users; otherwise they may not have it and get unsatisfied.

c. Resources and services of library should be easily accessible. Books should be arranged in shelves in proper classified order for quick search. For automated library books, documents, electronic database are available in OPAC will help the users to find out their document in stacks.

d. The building, furniture and other physical facilities, collection, staff, machines etc. are the tangibles of libraries. It is very useful for the users when it’s in sufficient and appropriate condition.

e. The physical appearances of library are its collection, facilities, services and staff should be attractive and welcoming. A pleasant atmosphere should be must. Documents, racks, furniture, floor should be clean.

f. The library staff should be very friendly with the users.

g. The users are greatly satisfied with the help of assistance, good communication, and guidance.
h. Service delivery speed, services like xerox service, CAS, SDI etc. and use of technology are useful criteria to measure users experience in the library.

It is observed that if something goes wrong that can be very easily learned from the users’ so the users’ complaints can be taken as good measure of user satisfaction.

1.1.3 Steps for staff to meet the users’ need

The technical staff and frontline staff both are being responsible for the quality providers to the users; service provided to the users should be effective so that users use maximum collection and facilities, understand users need interests, Listen to the library users without listing to them, and services without users’ interest will be a mere wastage for that good communication skills are required.

1.1.4 Quality management system

Quality management system would be applied also in library and information service for its effective implementation of library professionals who should interact with users to understand library functions, concepts and techniques and apply it for well functioning of library.

1.1.5 Determinants of Quality of services in a Library

In services, it is the customer who defines quality. Therefore, human side of service is a key to deliver. No doubt many of the determinants for quality of products can be applied to the service, but the human side of service is missing to a significant extent in case of services. Marketing researchers have proposed quality dimensions.

Measurement of libraries service quality of a TQM programme is to investigate customer’s perception and expectation is the first step. Relevance of quality principles and enhancement of services is a next step. Customers who are the prime of define quality services. According to emphasized by Zethmal, Parasuraman and Berry (1985) that the quality is based only on user’s perceptions and are not related to all other judgments. Sey et. al. (1996) found that ‘quality appears not from the service provider but from the service users; hence the information about quality of services in libraries is of subjective nature’. (p.497) Parasuraman, Zethmal and Berry (1985)
declared that service quality perceptions result from relationship of customer’s expectations against perception.

In the assessment in higher education checked every aspect of institution, for the administrators there has been no expectation from the university libraries; the assessment tools gather the data, certification of assessment and it may use for continuous enhancement. Libraries quality checked according to collection size it’s a traditional measurement system but today’s age also many organizations organized special events for increase the library collection and make it available for their users. They have taken care of their availability, accessibility, support system of Information technology, well qualified staff, their training and experience related to these collections.

1.1.6 The important measuring tools and techniques of service

A. TQM (Total Quality Management)
B. SERVQUAL /Gap Theory of service quality
C. LibQUAL
D. Performance Indicators
E. Benchmarking
F. Balance Scorecard
G. Zone of Tolerance (ZOT)

**TQM (Total Quality Management)** Library is service oriented organizations which are committed to their customers (the users). TQM can be implemented for the libraries by formulating a strategic plan, by continuous quality improvement.

To understand the process of total quality management, we will follow Kanji and Asher(1993) all work is seen as ‘process’ and TQM is a continuous process that can improve individual, group and whole organizations. TQM is not a quick management fix; it is changing according to the way, things are done within the organization’s lifetime. To improve the process people have to recognize what and how to have the right methods to do it, and be able to measure process, it’s improvements and the current level of achievement.
TQM includes a set of four principles and eight core concepts, each of them can be used to drive the improvement process and expressed with the help of two core concepts to make the principle workable.

**Delight the customer**: asks ‘what would delight them?’ this implies a real need to understand the product or service, agree requirement and fulfil them thus this focuses on external customers. Delight means being best at what really matter most of the customer and this can change over time. As an integral part of TQM it is always satisfying the customer. This concept in library’s concern, library users are the customer and know there need is the priority of the library managers.

**Management by fact**: knowing the current quality standards of the product or service in library user’s hands is the first stage being able to improve. For continuous improvement one can only measure their improvement if they know the base of starting from facts.

**People based management**: if people can be encouraged to take responsibilities for the quality of their own work by understand what to do, how to do and obtain feedback on their own performance. The more people may feel involved in it and greater will be their devotion to satisfy the customer. Standards, systems, and technology themselves will not provide quality. The role of people is extremely important in the continuous improvement of quality within an organization. In the case of library, library manager along with all the library staff apply these management ideas for continuous service improvement.

**Continuous improvement**: total quality management is neither a short-term activity nor a programme that will finish when a set target has been achieved. It is a management process that recognizes that, however much we may improve; continuous improvement is an incremental change and not a major breakthrough, which should be the aim of all who wish to undertake the TQM.

On the basis of TQM principles in LIS, main purpose of this technique is to improve the present conditions and for well performance in services i.e. Library should provide the accurate information, to the correct person at the exact place and time and also at the true cost and it could be applicable in all functions at all levels of LIS.
**Benchmarking**: “Benchmarking is a way to go backstage and watch another company’s performance from the wings, where all the stage tricks and hurried realignments are visible”. Wall Street Journal

It is a process of new ways of improving processes and identifying new ideas hence to meet customers’ expectations. It can result in the two process improvements that are cost cutting and cycle time reduction. Benchmarking is used to identify and fill gaps in performance by putting best practice in order, thereby establishing superior performance. It provides an introduction helps to identify measures, to focus on the mission, to the idea of measurement, and targets for key organization process. Organisations that have previously been shy of measurement find that, through the introduction of benchmarking, it comes naturally. Benchmarking helps organizations to move away from being introspective towards being externally focused and closed to their souk. It is benefits performance improvement, human resources which provide a basis for training, in cultural change and techniques of problem solving and process improvement.

In library services benchmarking is applicable to improving library performance, improves upper management support and building relationships, proves library’s value, etc.

- **SERVQUAL**: Servqual is an instrument that purports to measure the quality of service rendered by an institution along five dimensions: tangible, reliability; responsiveness, assurance and empathy. In particular, it measures what the customer expects from the institution in relation to these dimensions against what the customer perceives that institution performs along these dimensions. Defining the gap between these two measures is intended to assist the institution in prioritizing corrective actions.

**Dimensions are as follows:**

Tangible is the appearance of physical facilities, equipment, personnel and communication materials.

Reliability is the ability to perform service dependably and accurately.
Responsiveness is the willingness to help customers and provide prompt service.

Assurance is the knowledge and courtesy of employees and their ability to convey trust and confidence.

Empathy is the caring, individualized attention the institution provides its customers. The most important to measure service quality is this conceptual model which is has been used in academic libraries such as special and public.

**Gap Theory of Service Quality:** Berry L. L., Parasuraman A., and Zeithamal V. A., developed gap theory model which is used to find out the gap between expected and perceived quality and contributor while delivering the expected service quality.

**LibQUAL+™:** it is modified from version of SERVQUAL. It is an up -coming standardized measure of library service quality across institution. This tools has been shown major characteristic that, it is trustworthy and reliable source to know the users’ perceptions and expectations on the basis of dimensions such as empathy, place, collections, reliability, and access.

**Performance Indicators:** when circumstances are same, problems and solutions are taken, producing the same results. In performance measuring collecting statistical data and analyze these data for describing for estimating performance of the library.

**Balanced Score Card (BSC):** Balanced Score Card is a management system which enables an organization to assess its performance from a “360”- degree” perspective and take appropriate steps to take itself on a growth path. This method allows the organizations to clarify their plan, process, policy and translate it into specific goals and activities. Balanced Score Card assists the organization in understanding and measuring of organization success. BSC capture critical value-creation activities, as well as the skill and motivation level of personnel, which are all value drivers for good long term performance. For library services it helps in customer retention, attracting new customers and enhancing customer satisfaction level, reduce inventory, improve equipment utilization etc.

**The concept and nature of Zone of Tolerance (ZOT):** Service performance may different throughout the service providers or employees of the same service provider,
and even from the identical member of staff at different times is called “the zone of tolerance”. It is to be noted that:

- Different customers possess different ZOT
- For Service dimensions ZOT be different. The more important the dimension/factor, the minor is the ZOT
- ZOT may also vary depending on the competition, fees charged by the service provider, etc.

ZOT and satisfaction Level:

- Customers are satisfied, if service performance is within the ZOT.
- If service performance is above the ZOT customers are delighted.
- If service performance drops below adequate service, it means customers are not satisfied with the service provider.

Factors influencing customer expectations of service

Certain factors influence the desired and the adequate service expectations. The factors are also follows:

- Desire Service Expectations
  a. Personal needs: the personal needs influence customer desired service. The personal needs may include physical, psychological, social and functional. For instance, on circular counter person may expect quick service at a library.
  b. Lasting Service Intensifiers: it is the level of desired service performance. One of such factors includes personal service philosophy. Customers who may have strong service philosophy they may expect a quick and good service from the library. Another such factor is derived service expectations, which occur when customer expectations are driven by another person or a group.

II. Adequate Service Expectations: These factors are short-term in nature. These factors include:

  a. Temporary Service Intensifiers: that makes users more aware of the need for the service. In case break-down in library equipment during a busy period may
raise the level of adequate service expectations from the maintenance service provider.

b. Perceived Service Alternatives: in which other service providers from whom the customer can obtain service. If alternate service providers are not available, the customer would be more tolerant for service performance, and the level of adequate service would be low.

c. Customer’s Service Role as a Self-Perceiver: Customer’s expectations about how well they believe and are performing their own role in service delivery. For example a customer gives clear instruction to the service providers regarding to that relative information they want, such adequate service level raises.

d. Situation Factors: Due to situation factors levels of adequate service are inclined.

e. Predicated service levels: that customers believe what they will acquire is known as predicted service, which directly affects the customers’ perception of adequate service. If customers predict good service, adequate service levels are higher and if predicted poor service then adequate service may be low. Customers’ perception of service may be situation specific. - Riggs D.E. (1992)\(^4\).

**1.1.7 Importance of measurement programme**

Library can be implemented suitable measurement method to evaluate the performance as new ones to be implemented and to recognize services requiring improvements. When any management method is implemented in an organization, it invariably starts with simple procedure; the setting up of teams to solve particular problems, if it deals with quality culture, that wish to satisfy the users and permanently remove problems. In the case of library to improve the service quality systems’ assessor certified about the trustworthiness and expanded library activities from a customer’s point of view as well as association of the library staff can help to improve the quality of library. To compact with the customer the development of the role of the librarian as an inspirer, a guide and contact creator is important. The ability for library to generate quality improvements is highly reliable of its ability to authenticate its activities from a customer’s point of view. The difficulty lies in
demanding to find a single model or set of simple indicators that can be used by different institutions and that will compare something across large groups that are by definition only locally applicable – i.e. how well a library meets the needs of its institution.

1.2 The Study Objectives

The study objectives of Library and Information Science Department of Universities of Maharashtra State are as the followings

1. To study the overall service quality with reference to Collection, Staff, Service & Infrastructure.
2. To review the service quality from the perspective of different user group.
3. To find gap between group users expectation and perception.
4. To find out whether there is gap between the Universities library service quality expectation and perception.

1.3 Hypotheses

1. Service quality has met users’ expectations in department & library information colleges / Institutions in the state of Maharashtra.

Null hypothesis :(H0) There is no significant difference between expected and actual levels of service in department & library information colleges / Institutions in the state of Maharashtra.

Alternative hypothesis: (H1) There is significant difference between expected and actual levels of service in department & library information colleges / Institutions in the state of Maharashtra.

2. Overall library service quality perceptions of respondents and their average rating along each of the dimensions are correlated.

Null hypothesis :(H0): There is no significant correlation between Overall library service quality perceptions of respondents and their average rating along each of the dimensions
Alternative hypothesis: \( (H_1) \): There is significant correlation between Overall library service quality perceptions of respondents and their average rating along each of the dimensions.

3. Library Service quality perceptions of respondents among seven universities are same.

Null hypothesis: \( (H_0) \): There is no significant difference in mean library service quality perceptions of respondents among seven universities.

Alternative hypothesis: \( (H_1) \): There is significant difference in mean library service quality perceptions of respondents among seven universities.

1.4 Study Design and Methodology

In order to achieve the set of goals or to make useful and valid inference basing on the observations, the study is planned in a systematic manner. A well designed research study by employing appropriate research methodology is applied to bring out reliable observations from the sample.

The word ‘methodology’ is the combination of two words ‘method’ which implies a particular way of doing something plus ‘logus’ the Latin word which implies ‘study’. Thus, ‘methodology’ implies ‘a systematic way of study something’.

The research methods include all those methods and techniques that are used for conducting a research or a search. Hence, it refers to the behaviour and instrument used in selecting and conducting research techniques and research design. Some experts, who are continuously associated with research methodology since long, have categorized the research methods in the three categories like collection of data, use of statistical techniques and evaluating of results.
The main purpose of the research is to expand the theoretical knowledge base and try to find solutions to the problems. Research is result oriented. It discovered new facts, additional knowledge, and evaluation of principles or low and so on. Therefore research is useful in societal development. It can give new direction to life as well as to society.

Research is scientific investigation or inquiry. It is carried out by applying methodology. Methodology means a system of methods or rules applicable to research work or work in given science or art. It is basically connected with what principles and techniques to be followed for the collection data information and material for the given research work.

The present study is a descriptive research based on the survey method, which is employed as the research method. Descriptive research is concerned with described the characteristics and estimation of the portion of people in a specified population, who hold certain view or attitudes. It also discovers or tests whether certain variables are associated. It further emphasizes perfect explanation of a condition or connection between variables.

Mainly descriptive research descriptions the state of affairs as it exists at present.
Descriptive study may be simple or complex. It is concerned with describing the characteristics (eg. Extend to which libraries used), estimating the proportion of the people in specified population who hold certain views or characteristics, predicting specifically and discovering or testing whether certain variables are associated. Descriptive study may employ any one or all the methods of data collection such as interviews, questionnaires, observations and cumulative record cards.

These studies mainly concerned the characteristics of particular society or group individual etc by describing and the social research are come under this category with the particular predication. Descriptive research includes survey the major purpose in description is what exists at present.

Survey method deals with collection, analysis and presentation of data. It conducted to investigate some cause an effect relationship. It enables researcher to come in direct contact with the people, whom he wants to study. It is well suited to study the people with specialized used in ‘opinion poll’ during election period.

Survey is recognized and accepted function of modern society, opinion that ‘survey research’ is obtain practical knowledge of a existing situation by the selecting random samples from large and small populations. Survey is a method of gathering empirical data regarding certain phenomenon, process or object in a systematic way so as to interpret them in a broader perspective for generalizations. Survey method is community used in LIS.

In the survey method selecting sample for the inquiry, design of data, collection instruments, administration of the conduct of a study, analysis and presentation of report. There are various ways through which data are collected in survey method.

It is importance to choose right method for data collection is design of instrument for that purpose. The success of survey method depends on proper selection of representative samples from the population and unbiased data collection.

Thus in order to achieve the set of goals or to make useful and valid inferences basing on the observation, the present study planned a systematic manner and with the help of descriptive research is being taken. The researcher decided to select user survey method depending upon the size of population available as method of investigation.
for the study and it facilitated helps in users to express their opinion on the subject. - Tanulinggom N (2000)\textsuperscript{5} & Kothari C.R. (1985)\textsuperscript{6}

1.4.1 Geographical Coverage

In present study, Dept. of LIS of Universities to be covered is seven in the state of Maharashtra. Hence, complete coverage system has been followed.

List of Dept. of LIS of Universities in Maharashtra state

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of University</th>
<th>Location (District)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dr. Babasaheb Ambedkar University</td>
<td>Aurangabad</td>
</tr>
<tr>
<td>2</td>
<td>Shivaji University</td>
<td>Kolhapur</td>
</tr>
<tr>
<td>3</td>
<td>University Pune, Jayakar Library</td>
<td>Pune</td>
</tr>
<tr>
<td>4</td>
<td>Tilak Maharashtra Vidhyapeeth</td>
<td>Pune</td>
</tr>
<tr>
<td>5</td>
<td>University of Mumbai, J.N. Library</td>
<td>Mumbai</td>
</tr>
<tr>
<td>6</td>
<td>S.N.D.T. University</td>
<td>Mumbai</td>
</tr>
<tr>
<td>7</td>
<td>Nagpur University</td>
<td>Nagpur</td>
</tr>
</tbody>
</table>

1.4.2 Population and Sampling method
Four groups of users’ i.e. graduate, post graduate, research scholars and faculty of LIS from the Universities in state of Maharashtra are the samples in this study. The name lists of the student samples will be registered with the university, prepared by the administration office for academic year 2012-13. Respective sample of users from each group of users was targeted for participation in this study. The detailed sample for each selected First year B. Lib or M Lib I, Second Year B. Lib or M. Lib II, M Phil & Ph D Scholars groups of students by Computer Random method and faculty members’ by complete survey method. Thus non probability convenience random sample was adopted.

1.4.3 Data Collection

The first hand data is collected from the records of the selected institutions through universities websites i.e. select the universities which run regular library and information science courses, universities addresses, name and contact numbers of HOD of LIS.

1.4.4 Instrument of data collection

Depending upon time constraint and the population size, selected sample groups were asked to fill the questionnaire completely which are divided into two sections, general inquiry about Respondent name, Institutes name, faculties, as well as experience related to use of library services in section one. The second section is based on four variables Collection, Staff, Services and Infrastructure which are asked the users to rate the service levels Expectation (how important is this item to you) and perceptions (level of satisfaction with this item) which will be indicated with a five point scale.

1.4.5 Testing of the Instrument

The questionnaire is tested to make out whether the questionnaire is able to provide appropriate data as expected by the researcher and also checked by an English expert.

In the presence of the researcher, mainly to find out there were any vague and confusing questions in the questionnaire as well as whether questionnaire was easily understandable by conducting the test from a group of seven students. Approved questionnaire was finalized. Most of all the respondents reported that they had no
difficulty in answering the questions and also commented that the question was a bit wordy and long, accordingly necessary changes were made. Before distributing the questionnaire, contact has been made to the respective HOD of Library and information science (LIS) in Maharashtra state. Also permission letter was sent to them through e-mail. Hence the survey has been conducted as per their convenience. The questionnaire was distributed personally amongst the respondents with the assistance of the respective faculty members. After collecting the information the completed questionnaire were checked. The omission and commissions have been rectified by the correspondence. After through check-up of the data, all respective questionnaires have been entered into computer using Excel programme prepared by statistical expert and the data feed by the researcher.

1.4.6 Delimitations and Scope of the Study

The present study will be focused on measuring quality library services in Dept. of LIS from the Universities in Maharashtra State only for regular courses.

1.4.7 Limitations

This study will not cover Certificate courses of LIS and also graduate, postgraduate courses which run through distance mode in Maharashtra. The users of distance and open universities will not be available all the time due to their approach for education. The universities are excluded where LIS courses are not available for this study.

1.5 Study Plan

The study has been divided into five chapters as detailed below:

Chapter 1: This chapter deals with introduction, the concept, definitions of quality services, quality related to library & information science, quality measuring techniques for library services, Objectives of the Study, Study Design and Methodology, Data Collection and Data Analysis, Instrument of data collection, Scope and Delimitations of the Study, Study Plan.

Chapter 2: Review the related literature in the area of library services, customer satisfactions measurement, service quality assessment based on SERVQUAL, SERVPERF, and Lib QUAL +™ etc33
Chapter 3: Quality, Quality management approaches in LIS Quality approaches and related techniques, Quality Movement in India, Service Quality Customer-driven Quality, Parameters of quality in library and information science, Journey of Library and Information science education in India, Changing concept of quality in a library services, University Education in India, Role of NAAC in Promoting Quality on Higher Education.

Chapter 4: Growth and Development of Universities and LIS Education in India- Introduction, University Education in India, Establishment of Modern Universities in India, Development of universities in India, Journey of Library and Information science education in India, Development of LIS & contributions of Library Associations in LIS Education, University Library, University libraries in Maharashtra under study.

Chapter 5: Data Analysis

Chapter 6: Finding, Suggestions and Future Study