Performance Measurement in University Libraries of Tamil Nadu: A Study

N. Thenmozhi
Research Scholar
Bharathiyar University
Coimbatore
Email: aghoushick_2002@yahoo.co.in

S. Gopalakrishnan
Head, Resource Centre
National Institute of Fashion Technology
Old Mahabalipuram Road, Chennai
Email: gopusg@yahoo.com

Abstract

In recent years interest in library performance measurement has been increased. Authorities have demanded not only the value for money is achieved, but it is to be demonstrated by reference to the factual data. The performance indicators that are needed and how they are used can be viewed from a number of perspectives. The data were obtained from 49 universities in Tamil Nadu. These universities were categorized. Out of 49 universities, 19(38.8%) belongs to state universities, 27(55.1%) Deemed universities and 3 (6.1%) Central Universities. Majority of the state universities are having policy plan, operational plan, mission statement and goals and objectives.

Keywords

Performance Measurement, Evaluation of library, Library services, Performance of library services.

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INTRODUCTION

Libraries carry out the tasks of acquiring organizing, preserving, maintaining documents and providing service to the users. There exists a dramatic change in the libraries in providing the services to the users. In this environment the librarian need to plan for additional services which can be implemented and support to the users. Performance indicators are to analyse data in order to clarify the output and outcome of the Library services and see how best the library is performing.

CONCEPTS OF PERFORMANCE EVALUATION

In recent years, interest in library performance measurement has been intensed. The reasons for this interest are not hard to find: pressure on resources has led to an ever-more intensive search for efficiency of operation; concern to serve users' needs has focused attention on effectiveness. Authorities have demanded not only the value for money is achieved, but it is to be demonstrated by reference to the factual data. Users, and other stakeholders, have become more vociferous, while the adoption of an 'access' strategy.

PERFORMANCE INDICATORS

The performance indicators that are needed and how they are used can be viewed from a number of perspectives. Policymakers, library managers and customers will have varied attitudes to what constitutes an efficient and effective public library service, although it is possible to identify some commonly accepted indicators. Generally, it is the library manager who will need most of the comprehensive approach, in order to adapt services to meet the needs and expectations. However, the 'stakeholder' approach does draw the attention of managers to the need to demonstrate the value of the investment and it is the axiomatic that the user's perspective is, ultimately the most important.

International Standards Organisation (ISO) 1996 listed the following 29 Indicators for traditional services in any type of libraries. They are:

- User satisfaction (1 indicator);
- General (4 indicators on use/cost);
- Providing documents (6 indicators on availability/use);

- Retrieving documents (2 indicators on retrieval times);
- Lending documents (and document delivery) (6 indicators on use/cost);
- Enquiry & reference services (1 indicator on 'correct answer' fill rate);
- Information searching (2 indicators on cataloguing searching success);
- Facilities (4 indicators on availability/use);
- Acquiring and processing documents (2 indicators on median times); and
- Cataloguing (1 indicator on cost per title).

NEED FOR THE STUDY

Traditionally, the performance measures of the library have not been aligned with the goals and objectives of the library. They have been around standard library operational measures such as turnover, turnaround time, budget performance and the daily activities of the staff. The performance measurement of the library must be in a position to answer the following:

- Whom do you serve and why?
- What information resources and services do you provide?
- Where are these resources and services delivered?
- How are these resources and services delivered?

Many libraries are working with presumed measures, many of which are incorrectly termed as key performance indicators. Hence carrying out performance measurement exercise will make a major breakthrough in turning the library from good to great.

REVIEW OF RELATED STUDIES

Performance measurement is concerned with the achievement of objectives in addition to the ideas of effectiveness, decision-making and resource. To determine the quality of library services and/or their effectiveness have taken at least two major approaches. One approach has focused on user studies and the other is on measuring the quality of library services. Performance measurement of library and information organizations is an important managerial activity. This activity is defined as "the process of systematically assessing effectiveness against a predetermined norm, standard or expressed goal" (Cronin, 1982). In other words, performance measurement is the comparison of actual levels of performance with pre-established target levels of performance (Slizyte&Bakanauskiene, 2007). The roles of performance measurement are widely recognized as: supporting the management process (Nuut, Lepik&Liivamagi, 2001); demonstrating institutional effectiveness and accountability (Baker, 2002); tracking quality achievements of an institution (Baba &Shukor, 2003); supporting decision making and improving library and information services (Booth, 2006); and comparing different sources of data and planning strategy (Nuut, 2006). Mathews (2003) has discussed performance measures for libraries that will indicate quality of the library and its services. A general evaluation model includes input, process, output, and outcome measures; a balanced scorecard approach includes financial perspectives; focusing on strategy; strategies for change; user criteria for assessing value; and Library-specific strategies.

Vara Lakshmi, R.S.R (2003) emphasizes that College Libraries have a pivotal role in the transmission of information for higher education. Their evaluation is inevitable if their performance is to be enhanced. A variety of measures are available to evaluate college Library functioning. However, standards are more elective to have a valid evaluation. Kathleen (2002) emphasizes that performance and output measures contribute to increasing service quality, making purchasing decisions, as well as benchmarking tools to identify best practices. He provides an idea about different standards available and projects like libecon, c-metrics and equinox, libqual+ and the development of new tools to facilitate analysis of statistical date. Sieta (2005) has suggested the key performance indicators for Libraries. The satisfaction measures include the percentage of Library users who were satisfied wish the Library - overall or by service. Some of the measures include:

- hours spent doing research;
- research time as a percentage of total hours;
- market value of services rendered;
- hours spent on requests multiplied by an hourly rate for commercial research services; and
- Cost per document or entry (record) viewed for each electronic Library service or cost per information request.

OBJECTIVES

1. The major objectives of the study are:
2. To survey the University Libraries in Tamil Nadu with respect to collection, resources and ICT facilities.

3. To elicit Librarian's opinion on the enhancement of services with ICTapplication.
4. To examine the role of Library and Library staff in performance measure.
5. To examine thecontinues performance evaluation programme by theuniversities.
6. To measure the efforts of libraries in the context of standards.

HYPOTHESES

In order to test the stated objectives, the following hypotheses are framed.

- There exists interest among the University librarians in Tamilnadu for having Performance measurements.
- There exists continuous Performance Evaluation Programme in university libraries in Tamilnadu.
- The Library professionals are having fair knowledge on the emerging trends in the library profession.
- Performance measurement in the library is integrated in its planning and review procedures.
- There exists willingness to adopt the performance measurement in the context of international standards.

DATA ANALYSIS

The data were obtained from 49 universities in Tamil Nadu. These universities were categorized viz. State, Deemed and Central Universities and the same is shown in Table 1.

Table 1: Type of University

S.No	Description	No. of Respondents	Percentage
1	State	19	38.8
2	Deemed	27	55.10
3	Central	3	6.10
Total		49	100.00

Nearly 38.8% were belongs to state universities. It is followed by Deemed universities (55.1%) and Central Universities (6.1%).

Performance Evaluation strategy

The Performance Evaluation strategy has been ascertained based on Six variables such as Policy Plan, Mission Statement, Goals and Objectives, Operational plan, Measurement and Strategic plan and the same is shown in Table 2.

Table 2: Performance Evaluation Strategy

S.No	Description	Yes	No	Planned in future
1	Policy Plan	24 (49.0)	8 (16.3)	17 (34.7)
2	Mission Statement	26 (53.1)	10 (20.4)	13 (26.5)
3	Goals and Objectives	37 (84.1)	3 (6.8)	4 (9.1)
4	Operational Plans	33 (78.6)	5 (11.9)	4 (9.5)
5	Measurement data	31 (63.3)	18 (36.7)	0 (.0)
6	Strategic Plan	40 (90.9)	3 (6.8)	1 (2.3)

Out of 49 Universities, the policy plan exists in 24 (49.0%) universities and 17 (34.7%) universities "Planned in future". Similarly the mission statement is available in 26 universities (53.1%) and 13(26.5%) planned in future. 84.1% of the universities has a set of goals and objectives and 9.1% planned in future. The operational plans were available only in 33 (78.6%) universities and 4(9.5%) universities planned in future. There exist measurement data in 31 (63.9%) universities and 18 (36.7%) indicated negatively. They do not planned in future. Their exist strategic plan in 40 (90.9%) Universities and 1(2.3%) planned in future. There is no strategic plan in 3 (6.8%) universities at all. The performance strategy has further been analysed based on type of universities and the same is shown in Table 3

Table 3: Performance Evaluation Strategy vs. Type of Universities

S.No	Description	State (n=19)			Deemed (n=27)			Central (n=3)		
		Yes	No	Planned in future	Yes	No	Planned in future	Yes	No	Planned in future
1	Policy Plan	10 (20.4)	2 (4.1)	7 (14.3)	13 (26.5)	6 (12.2)	8 (16.3)	1 (2.0)	0 (0.0)	2 (4.1)

2	Mission Statement	11 (22.4)	3 (6.1)	5 (10.2)	14 (28.6)	7 (14.3)	6 (12.2)	1 (2.0)	0 (0.0)	2 (4.1)
3	Goals and Objectives	15 (34.1)	1 (2.3)	3 (6.8)	21 (47.7)	2 (4.5)	1 (2.3)	1 (2.3)	0 (0.0)	0 (0.0)
4	Operational Plans	15 (35.7)	2 (4.8)	1 (2.4)	16 (38.1)	3 (7.1)	3 (7.1)	2 (4.8)	0 (0.0)	0 (0.0)

As shown in Table 3, majority of the Deemed Universities are planned to have in future in regard to policy plan, mission statement where as they have goals & objectives and operational plan. Majority of the state universities are having policy plan, operational plan, mission statement and goals & objectives. Only one or two universities don't have the same

.

Table 4: Performance Evaluation tools vs Type of Universities

Description	**Scale**	**Type of University**			**Total (N=49)**
		State (n=19)	**Deemed (n=27)**	**Central (n=3)**	
Measurement of Plan	Based on data	13(26.5)	17(34.7)	1(2.0)	31(63.3)
	Adhoc	6(12.2)	10(20.4)	2(4.1)	18(36.7)
Person responsible for Strategic Plan	Parent Institution	17(38.6)	21(47.7)	2(4.5)	40(90.9)
	Responsible authority	2(4.5)	1(2.3)	0(0.0)	3(6.8)
	any other	0(0.0)	1(2.3)	0(0.0)	1(2.3)

The method of Performance evaluation has been identified by measurement method and person responsible for strategic plan. For measurement, the scale taken for the study is either based on the data or adhoc data. Similarly person responsible for strategic plan has been ascertained on a three scale parameters such as parent institution, responsible authority and any other.The data on the measurement method were shown in Table 4. The performance evaluations of the majority of the state universities are based on the availability of data rather than the adhoc data. Similarly, in the case of deemed universities, the same status can be noticed whereas in the central universities, the measurement is based on adhoc data. Parent institutions are responsible for the strategic plan in all types of universities such as state, deemed and central universities. The responsibility has been entrusted to other authorities in two state universities and one deemed university.

Satisfaction Study

Satisfaction study has been grouped into two viz. user satisfaction studies and library staff satisfaction studies. Whether the satisfaction studies are carried out in universities were ascertained on the same which is shown in Table 5.

Table 5: Satisfaction Study

Description	State	Deemed	Central	Total
User Satisfaction studies	18 (36.7)	24 (49.0)	1 (2.0)	43 (87.75)
Staff Satisfaction studies	15 (30.6)	22 (44.9)	3 (6.1)	40 (81.63)

Nearly 43 (87.75%) universities are taking care of user satisfaction studies of which 18 (36.7%) belongs to state, 24 (49%) deemed and 1 (2%) central universities. In other words, only 6 universities are not carrying out the user satisfaction studies of which 1 belongs to state, 5 belongs to deemed and 2 belongs to central universities. 40 (81.63%) universities are carrying out staff satisfaction studies of which 15 (30.6%) belongs to state, 22 (44.9%) deemed and 3 (6.1%) central universities. In other words, only 9 universities are not carrying out the staff satisfaction studies of which 4 belongs to state and 5 belongs to deemed universities. It can be inferred that the performance measurement on user satisfaction has been made by the universities rather than that of the library staff satisfaction.

User Satisfaction

User satisfaction has been ascertained based on services, collections, infrastructure, environment, staff behavior, and ICT. The data were shown table 6.

.**Table 6: User Satisfaction**

Description	Type of University			Total (N=49)
	State (n=19)	Deemed (n=27)	Central (n=3)	
Services	17 (34.7)	23 (46.9)	1 (2.0)	41 (83.7)
Collection	16 (32.7)	22 (44.9)	1 (2.0)	39 (79.6)
Infrastructure	14 (28.6)	21 (42.9)	1 (2.0)	36 (73.5)
Environment	15 (30.6)	18 (36.7)	0 (0.0)	33 (67.3)
Staff Behavior	13 (26.5)	19 (38.8)	1 (2.0)	33 (67.3)
ICT environment	15 (30.6)	19 (38.8)	1 (2.0)	35 (71.4)

Out of 49 Universities 41(83.7%) Universities are giving preferences to services. Out of which 34.7% belongs to State universities, 46.9% belongs to deemed universities, and 2% belongs to Central Universities. 2 state universities, 4 deemed universities, and 2 central universities are not giving preference to services. 39(79.6%) universities are giving preferences for infrastructure and 16 (32.7%) for collection. ICT has been giving 4th preference. It is followed by environment and staff behavior 67.3% each. In all the state universities are giving due preference the services, collections, ICT, environment. Least preference weregiven to infrastructure, staff behavior. In the case of deemed universities order of preferenceswere services, collections, infrastructure, ICT, staff behavior.

Library staff satisfaction

Library satisfaction has been ascertained based on Infrastructure, training, promotion policy. The data were shown in Table 7.

Table 7: Library Staff Satisfaction

Description	Type of University			Total (N=49)
	State (n=19)	Deemed (n=27)	Central (n=3)	
Infrastructure	13 (26.5)	22 (44.9)	3 (6.1)	38 (77.6)
Training	14 (28.6)	20 (40.8)	3 (6.1)	37 (75.5)
Promotion Policy	10 (20.4)	13 (26.5)	2 (4.1)	25 (51.0)

Out of 49 Universities, 38(77.6%) Universities are giving preferences to infrastructure. Out of which 26.5% belongs to State universities, 44.9% belongs to deemed universities, and 6.1% belongs to Central Universities. 6 State universities, 5 deemed universities are not given their preference. 37(75.5%) universities are giving preferences to Training. Promotion Policy has been giving 3rd preference. It is followed by training 28.6% each. In all the state universities are giving due preference the given to infrastructure, training. Least preferencewere given to promotion policy. In the case of deemed universities order of preferences were Infrastructure, Training , and Promotion policy.

Level of Satisfaction on Services

Level of satisfaction on services were ascertain on six parameter on five point scale of strongly disagree, disagree, no opinion, agree, strongly agree. Thevariables have been shown in table 8. Mean and standard calculated based on the opinion and ranked assigned accordingly. The mean, standard deviation and rank were shown in table 8

Table 8: Level of Satisfaction on Services

S.No	Type of service	SD	D	No opinion	A	SA	Mean	Std	Rank
1	Quality of Reference Service	6 (12.2)	4 (8.2)	8 (16.3)	13 (26.5)	18 (36.7)	3.67	1.38	4
2	Quality of Online Catalogues	7 (14.3)	2 (4.1)	0 (0.0)	22 (44.9)	18 (36.7)	3.86	1.35	3
3	Quality of Online e-resources	7 (14.3)	0 (0.0)	4 (8.2)	18 (36.7)	20 (40.8)	3.90	1.34	1

4	Opinion on Opening hours	7 (14.9)	0 (0.0)	2 (4.3)	24 (51.1)	16 (34.0)	3.86	1.29	2
5	Opinion on reference sources	10 (21.3)	4 (8.5)	4 (8.5)	18 (38.3)	13 (27.7)	3.41	1.48	6
6	Opinion on Search strategies	9 (18.4)	2 (4.1)	4 (8.2)	23 (46.9)	11 (22.4)	3.51	1.39	5

All the universities have given preferences to quality of e – resources.It is followed by opening hours, quality catalogue and reference services.Least preferences were given to reference sources and searching strategies.

The satisfaction on services were further analysed based on type of universities. For each group universities mean and standard deviation has been calculated and rank assigned. The mean, standard devation, rank along with opinion were shown in table 9.

Table 9: Level of Satisfaction on Services Vs Type of Universities

Type of Universities	Type of Services	SD	D	No opinion	A	SA	Mean	Std	Rank
State (n19)	Quality of Reference Service	1 (5.3)	1 (5.3)	4 (21.1)	3 (15.8)	10 (52.6)	4.05	1.22	4
	Quality of Online Catalogues	1 (5.3)	1 (5.3)	0 (0.0)	6 (31.6)	11 (57.9)	4.32	1.11	2
	Quality of Online Service e-resources	1 (5.3)	0 (0.0)	0 (0.0)	7 (36.8)	11 (57.9)	4.42	0.96	1
	Opinion on Opening hours	1 (5.3)	0 (0.0)	0 (0.0)	11 (57.9)	7 (36.8)	4.21	0.92	3
	Opinion on reference sources	3 (15.8)	1 (5.3)	0 (0.0)	9 (47.4)	6 (31.6)	3.74	1.41	6
	Opinion on Search strategies	3 (15.8)	0 (0.0)	0 (0.0)	10 (52.6)	6 (31.6)	3.84	1.34	5
Deemed (n27)	Quality of Reference Service	3 (11.1)	3 (11.1)	4 (14.8)	10 (37.0)	7 (25.9)	3.56	1.31	4
	Quality of Online Catalogues	5 (18.5)	0 (0.0)	0 (0.0)	15 (55.6)	7 (25.9)	3.70	1.38	1
	Quality of Online Service e-resources	5 (18.5)	0 (0.0)	4 (14.8)	9 (33.3)	9 (33.3)	3.63	1.45	3
	Opinion on Opening hours	5 (18.5)	0 (0.0)	2 (7.4)	11 (40.7)	9 (33.3)	3.70	1.44	2
	Opinion on reference sources	5 (18.5)	2 (7.4)	4 (14.8)	9 (33.3)	7 (25.9)	3.41	1.45	6
	Opinion on Search strategies	4 (14.8)	2 7.4)	4 14.8)	12 44.4)	5 (18.5)	3.44	1.31	5
Central (n3)	Quality of Reference Service	2 (66.7)	0 (0.0)	0 (0.0)	0 (0.0)	1 (33.3)	2.33	2.31	4
	Quality of Online Catalogues	1 (33.3)	1 (33.3)	0 (0.0)	1 (33.3)	0 (0.0)	2.33	1.53	3
	Quality of Online Service e-resources	1 (33.3)	0 (0.0)	0 (0.0)	2 66.7)	0 (0.0)	3.00	1.73	1
	Opinion on Opening hours	1 (33.3)	0 (0.0)	0 (0.0)	2 (66.7)	0 (0.0)	3.00	1.73	1
	Opinion on reference	2	1	0	0	0	1.33	0.58	6

	sources	(66.7)	33.3)	(0.0)	(0.0)	(0.0)			
	Opinion on Search strategies	2 (66.7)	0 (0.0)	0 (0.0)	1 33.3)	0 (0.0)	2.00	1.73	5

The order of preferences of state universities on level of satisfaction of services were"Online e-resources", "online catalogue", "opining hours", "quality of reference services", "Opinion on search strategies" and "opinion on reference sources". The order of preferences of the last three variable were identical among state, deemed and central universities where as the order of first three variables are interchanged in deemed and central universities.

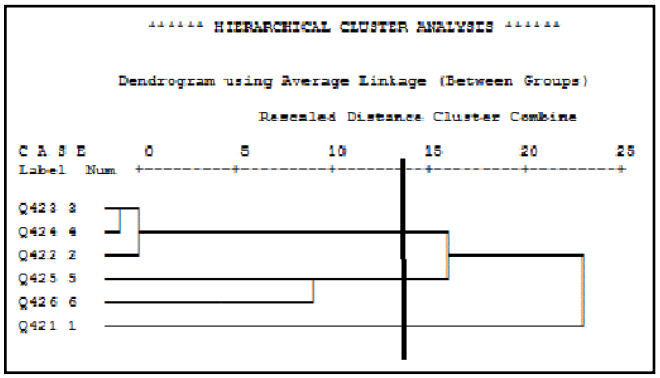

Fig 1. Cluster analysis for level of satisfaction on services

Custer Analysis for the level of satisfaction on services

Dendrogram has been plotted using hierarchical cluster analysis for the level of satisfaction on services and the same is shown in figure 1.

At 50% level there exist two clusters. Cluster-1 comprises of three variables "Quality of online e-resources", "Opinion on Opening hours" and "Quality of online catalogue". This cluster has named as primary performance indicators. Second cluster comprises of three variables namely "Opinion on reference sources"; "Opinion on Search Strategies" and "Quality of Reference Services". The second cluster has named as auxiliary performance indicators.

Further proximity matrix has been drawn in order to identify the closely associated variable and distinct variables. The same is shown in table 10

Table 10: Proximity Matrix

Variables	Quality of Reference Service	Quality of Online Catalogues	Quality of Online Service e-resources	Opinion on Opening hours	Opinion on reference sources	Opinion on Search strategies
Quality of Reference Service	0					
Quality of Online Catalogues	77	0				
Quality of Online Service e-resources	107	20	0			
Opinion on Opening hours	89	24	18	0		
Opinion on reference sources	127	52	64	62	0	
Opinion on Search strategies	148	103	111	101	55	0

It can be inferred from the table that the variables "opening hours" and "online e-resources" were closely associated. The next closely associated variables are "on-line e-resources" and online

catalogue". The distinct variables are "opinion on reference sources"; "Search strategies" and "Quality of reference services".

CONCLUSION

Academic libraries' services have changed very fast in the last twenty years. Nowadays, electronic resources, networks and the World Wide Web represent a large fraction of the library and information services. Libraries have been called upon to respond to the following specific needs

- Increasing demand for libraries to demonstrate outcomes/impacts in areas important to the institution.
- Increasing pressure to maximize use of resources

Academic libraries must also be able to demonstrate the value of what they are doing and provide evidence of the impact that they are making.Librarians must manage staff, information in several supports, and technical activities to produce quality services. Quality services mean resources and services that satisfy the user's expectations. This article proposes a mean to evaluate the performance of University libraries. It can also be used for performance evaluation in other types of libraries too.

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