

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/263200245>

Drivers of customer satisfaction in libraries: a case study of the FNU Libraries

Article in *Annals of Library and Information Studies* · December 2013

CITATIONS

0

READS

419

1 author:



[Chaminda Chiran Jayasundara](#)

University of Kelaniya

30 PUBLICATIONS 107 CITATIONS

SEE PROFILE

Some of the authors of this publication are also working on these related projects:



Pragmatic differences of politeness in email communications [View project](#)

Drivers of customer satisfaction in libraries: a case study of the FNU Libraries

Chaminda Jayasundara

Fiji National University, P.O. Box 7222, Nasinu, Fiji, Email: UL@fnu.ac.fj

Received 30 September 2013; revised and accepted 10 December 2013

Although the provision of facilities and staffing at Fiji National University (FNU) Libraries appear to be adequate, there seems to be less emphasis on quality service delivery in the customers' eyes. This study therefore aimed to establish service quality determinants, which may have good relationship with customer satisfaction in FNU libraries. Invention of quality determinants were derived upon a comprehensive methodology consisting of three methods. First, 68 determinants were generated through the existing literature, and then these determinants were reviewed by focus groups and 39 determinants were identified as applicable determinants in FNU libraries. In addition to that 7 determinants were found by focus group discussions which are very specific to the FNU and which cannot be found from the prevailing literature. The focus groups were used as the key method for selecting the appropriate determinants. Finally, the content and face validity of these determinants were evaluated by a panel of experts to identify the most appropriate determinants and produced 37 determinants in the FNU library system. This study provides a useful device as a reference tool for library professionals and policy makers to gauge the levels of overall user satisfaction and setting up a quality assurance scheme in Fijian university libraries.

Keywords: Quality determinants; Customer satisfaction; Service quality; University libraries, User satisfaction, User services, Relationship management, Service marketing, Quality attributes, Reader services

Introduction

The application of managerial tools in academic libraries should enable libraries to enjoy the same benefits as in the business sector^{1,2}. Successful businesses can model their efficient resource deployment, and likewise, libraries can also deploy their resources efficiently to reap the same benefits through successful business performances. Businesses generally aim to satisfy their key stakeholders, and similarly, libraries also need to satisfy the requirements of their customers and other stakeholders. This underscores the need to provide a broad range of service quality in the library sector to attain greater customer satisfaction. The power of using most suitable service quality determinants for the process of higher customer satisfaction, which are tightly linked with the strategic objectives of university libraries and these factors, will thereby help to weaken any quality issues.

Theoretical perspective

Historically, researchers have found a number of models which explicates the service effectiveness of typical organisations. There are four models profoundly used to measure the effectiveness of library services in different organisations. These models, which have been derived from management literature, are related to quality of services and/or satisfaction of stakeholders. They are:

Goal attainment model: the organisation measures its effectiveness based on the attainment of specific goals set by the organization³.

Systems resource model: this model analyses the decision maker's capability to distribute resources efficiently among various needs of the subsystems⁴.

Internal process or systems model: this model, which uses stability and internal control processes as measures of performance, is primarily an efficiency model that can often become internally focused and system driven, and it tends to exclude client expectations of service⁵ and

Constituency satisfaction model: this model evaluates an organisation based on the degree to which its stakeholders are satisfied. It is based on the premise that all stakeholders have needs and expectations that must be fulfilled, and it is up to the organisation to meet those needs consistently over time^{6,7,8}.

Even if these models have been successfully used in some other sectors such as banks, schools, insurance companies etc, they have not shown a greater successfulness in the library and information services sector⁹. More specifically, when measuring library effectiveness, service quality and satisfaction approaches based on customers' perspectives have not been taken into account in these models. Though constituency satisfaction model considers customer satisfaction, it does not reflect on service quality in organisations.

To strive towards the improvement of the services of libraries, and identifying appropriate criteria for evaluating the quality of services rendered to customers is essential. Among the currently available literature, a number of books and research articles published over the last two decades treat the subject of service quality of libraries. Quinn (1997)¹⁰ emphasises the importance of seeing library users as customers, for they justify the existence of libraries. Providing quality service means being able to view services from the customers' points of view and then meeting their expectations because they form the most important segment in the library community, as those who can define and judge value. A customer is defined by Peter & Austin¹¹ as a person who brings his/her wants to the organization. Handling customers profitably to the satisfaction of the customers as well as to the organisation is a function of an organisation.

It is apparent in the existing literature that customers are the most crucial group to evaluate the quality of service in any given organisation. Even if service quality is defined in a number of different ways in other academic disciplines, according to the literature, in the field of library and information sciences, the service quality is "...to examine the difference between a customer's expectations and the customer's perceived sense of actual performance"¹². Calvert and Herson¹³ also mention: "Most typically, service quality is defined in terms of reducing the gap between customer expectations and actual service provided." Herson¹⁴ concluded that:

"...service quality focuses on the interaction between customers and service providers, and the gap or difference between expectations about service provision and perception about how the service was actually provided"¹⁴

Thus, it appears that the most significant criteria in evaluating service quality are exclusively defined by customers.

According to Herson and Nitecki¹⁵, there are many reasons why libraries are interested in service quality. Most libraries are attached to parent institutions: universities, corporations, government agencies, schools etc. Some parent institutions have made commitments to be accountable to customers and compete for their loyalty. Customers, who share information about their expectations also offer an opportunity for libraries or other service providers to establish closer personal contact with them. This

relationship should result in libraries providing a better service to customers. It may therefore be construed that library staff are more knowledgeable about their customers' expectations and on how to translate that knowledge into services which satisfy customers and create loyalty. According to Filiz¹⁶, customer satisfaction is an important measure of service quality in libraries. He says:

"The survival of a library very much depends on the benefits it brings to customers. Its existence will be in question when customers begin looking for alternatives to library services. One way to show value is by providing quality service. It is therefore important for the library to be aware of changing customer expectations, and to continually strive to provide quality service to its customers"¹⁶

As cited by Cullen¹⁷, Altman and Herson introduced the idea of "customer satisfaction" in libraries. These researchers stress that the customer satisfaction is based on service quality in higher education libraries, which in turn is based upon customer perceptions of service quality. As per the agreed notion of relationship between these two constructs, researchers explicate that this relationship is complex, but it can principally be defined as service quality is a function of customer satisfaction^{18,19,20}. Evaluation of library services on customers' point of view has been a widely accepted concept^{21,22} even though this concept has not been vigorously employed in academic library sector.

Contextualisation of the concepts

In order to detect service quality determinants, which may impact on customer satisfaction, the Fiji National University Library was used as the case of this study. Fiji National University (FNU) is one of the fastest growing universities in the Oceania region. Its EFTS (equivalent Full Time Student population) has grown from 12,255 in 2010 to 13,439 by 2012. The number of courses offered also has grown from 198 in 2010 to 548 in 2013. In the day and age that FNU is functioning today, it is facing dynamic and challenging environments with increasing severity every day. In present day the political, social, economic and technological changes are as such where most systems are rendered obsolete within the first year of their very implementation. In the said conditions and situations, the university student faces challenges of unprecedented nature.

It becomes the paramount role of university policy makers to equip the students with skills and competencies, so that they are capable of facing the challenges successfully in the world of work. Also, it is vital to promote the appropriate use of information services that assist all students so that they can become more independent, self-confident, and productive learners.

The teachers and students are responsible for taking charge of their own learning. FNU libraries allows the opportunity to rethink how teaching and learning is done in FNU and providing information resources and required training is obligatory to parties in the system. One of the significant highpoints seen in FNU curriculum is promoting Self-Directed Learning (SDL) by which the students select, manage, and assess their own learning activities, which can be pursued at any time, in any place, as a core aspect of its curriculum. FNU library system consists of 17 libraries around the country and its functions have been fully automated using Horizon library management software. Main locations of the libraries are Nasinu, Pacifica, Samabula and Lautoka, which are being managed by senior library professionals with masters and doctoral degrees in the field of library and information sciences. The information services rendered by these FNU libraries are summarized in Table 1.

The typical information services that need to be delivered by an academic library, which are currently not provided by FNU libraries are given in the below Table 2. The present management of the FNU libraries considers that only e-information literacy programmes should be introduced in the FNU system but not merely the other services indicated in Table 2 as they do not have any direct impact on customers' informational needs.

Table 1—Services rendered by FNU libraries

General	Customer education	Extra & Promotional	Web based Information
Circulation Reading rooms	General customer orientations	Trial access for e-journals	Internet E-mail
Reference Periodicals	Information Dissemination	Trial access for e-books	Tele-facsimile Web OPAC
ILL	Conventional catalogues	Other library membership facilities for readers	Library Website e-Journals
Discussion rooms 24/7	OPAC CAS		Document Delivery General Information
Opening hours	SDI Photocopying		literacy

Extending the active library services to their customer community is fundamental in attaining the service quality of university information service provision. Table 1 depicts that all the FNU libraries provide conventional information services, networked based services and some of the bibliographical tools to their wider customer community. In more explorative way, it is observed that FNU libraries provide traditional library services to their wider customer community such as lending, reference, periodical information services, ILL and a variety of other services while granting emerging technology based services such as e-journals, Web OPACs, e-Mails, Internet and other allied services.

The FNU libraries were granted ISO 9001 certification in 2012 and the libraries have already recognised that there should be three main components for quality measurements of libraries: output indicators, process indicators and input indicators. Customer surveys on library services, which mainly focus on customer satisfaction, have been detected as an important output indicator for university libraries. However, library quality is not an absolute. Because it is largely a construct of the individual customer²³ and hence libraries favour service quality and therefore regard service quality to be whatever customers are satisfied with. Thus, customer feedback on service delivery is imperative as it helps librarians know about current strengths and weaknesses which will lead to re-orient their collections, services and procedures in order to meet their needs²⁴.

Even today, a large number of libraries around the world including the FNU libraries utilise basic statistical measures based on the data on collections, customers etc., for measuring the effectiveness and productivity of library services. Nicholas²⁵ argues that these traditional measures of library assessment are no longer valid and success or effectiveness of a library can be determined only through customer satisfaction. In Fiji, quality of the university library service is also still measured by the statistics that are reported periodically to the administration in the form of funds

Table 2—Services not rendered by FNU libraries

General	Information Dissemination	Web based Information
Conference/seminar and Lecture rooms	Abstracting Translation	Bulletin board Downloading software
Customer education e-Information Literacy	Microfilming	

spent on collection development, number of professional librarians employed, number of customers (external and internal), utilised services, queries answered by librarians etc. However, better understanding of information needs of customers, acceptance and use of library collections, services and facilities and their opinion about the utility of various information sources and particular the feedback related these aspects are very much needed for required planning, and implementation of information systems and services for an institution²⁶. In other words, services should be evaluated by customers in point of their expectations.

Therefore, the researcher believes that the time has now come to evaluate the quality and significance of the library services from the point of view of customers. Zeithaml, Parasuraman and Berry²⁷ suggest that:

“... the only criteria that count in evaluating service quality are defined by customers. Only customers judge quality; all other judgments are essentially irrelevant. Specifically, service quality perceptions stem from how well a provider performs that is, customers expectations about how the provider should perform” Zeithaml, Parasuraman and Berry.

As indicated by the circumstances prevailing in the FNU libraries, a research study for the identification of service quality determinants in relation to customer satisfaction by a customer-centric approach was found to be useful. It strives to identify the strength and weakness pertaining to the quality of existing library services for possible re-orientation of the available resources, services and facilities to meet the higher customer satisfaction by service quality determinants in the FNU libraries.

Statement of the problem

Even if the FNU libraries provide greater services to its customers in terms of technological advancements, the quality of services rendered by the library have not been properly measured. Also it appears that the customer perception towards the quality of services in this Oceania region may have some differences from the other libraries in different regions in the world. Thus, it is needed to identify the ways of thinking of library customers in Fiji towards the quality of library services and their real quality requirements in order to allocate limited library resources effectively and provide a better service.

This study therefore examines different quality determinants in relation to customer satisfaction in the FNU library sector to make some recommendations for policy makers to consider for further quality enhancements. These quality determinants may also serve as tools of reference to library administrators and particularly to policymakers in the higher education sector, giving them the basis by which to gauge levels of overall customer satisfaction and to measure the specific elements that determine levels of customer satisfaction in different service quality determinants.

Objectives of the study

- To identify what comprises service quality in FNU libraries to gain a deeper understanding of the phenomenon; and
- To identify what constitutes customer satisfaction in relation to service quality in the FNU libraries

Methodology

In view of the lack of attention to customer satisfaction in university libraries, the research problem of this study has received little attention in the literature. Particularly, the research implications pertaining to the process of customer satisfaction in relation to service quality in libraries have not yet been adequately addressed in Fiji. The readymade models, which have been already developed for measuring service quality and customer satisfaction such as LibQUAL, SERVQUAL and SURVPREF, are very rigid and their flexibility of adaptations and customisation are quite difficult due to their stringency. Since the customer behaviour and their perceptions appropriately in the Fijian library sector has not been researched, it is required to investigate the service quality and customer satisfaction to identify the relationship and the constructs in more detail as quality leads satisfaction.

The research used an inductive approach because it specifically focused on studying the experiential aspects of human behaviours and the processes underlying them. The data gathered was qualitative. Since there was the possibility of the context of the study influencing the outcome of the study, the inductive approach was utilised to ensure that all necessary dimensions required to understand the inherent dynamism of customer satisfaction and service quality in FNU libraries in Fiji were covered.

The main objective of this study was to generate a pool of determinants that were specific to the construct under investigation, covering the full dimension of construct without straying into other dimensions²⁸. The pool of determinants were generated inductively by asking respondents to describe their attitudes and feelings in relation to service quality, and deductively from the previous research studies carried out by other researchers^{29,30}. Thus, deductive approach was also used to some extent as it generated quality determinants from the prevailing literature. Thus, the initial service quality determinants were compiled using an extensive literature survey, which is a common form for ascertaining determinants for testing^{31,32}. An inductive approach was used to generate determinants for the construct of service quality, and then, an analysis of the data was completed to identify the themes of commonality. This commonality approach was exercised in focus groups and expert opinions.

This study focused on one university in Fiji with campuses in three locations: Pacifica campus, Samabula campus and Nasinu campus. Four undergraduates and 2 academic staff from each campuses employed as the sample of the study. As experience with library services is an influential factor in assessing the quality of services, only the students in second and third year were selected for the sample. Academic staff with a minimum of one year's experience was included in the sample and temporary academic staff members who are generally difficult to trace as they are not in permanent positions in universities were excluded. Non-academic staff members were also excluded due to their low library usage. Four focus group discussions in each location were conducted to generate a pool of quality determinants, which may impact on customer satisfaction in FNU libraries.

Three library and information professionals who are professional academic librarians in Fiji then reviewed the determinants identified by focus group discussions with the objective of removing unclear, biased or repetitive quality determinants identified through focus group proceedings. These three library professionals had more than three years experience in the university library sector, as professional librarians, and two of them hold doctoral degrees in library and information science and the other one has a Masters degree in information management.

Analysis

Due to the urgent need for the development of a working model to elaborate the conceptual relationship between customer satisfaction and service quality³³, many research studies have been conducted in different areas to determine whether customer satisfaction is influenced by service quality or vice versa³⁴. In reviewing the prevailing literature in meta-analysis approach, it was found that most researchers have agreed that quality judgments cause satisfaction^{35,36}. Thus, it is evident in the literature that service quality is a function of customer satisfaction.

In order to provide a greater customer service, libraries can help enhance service quality by predicting customer satisfaction in relation to service quality. The increased importance of library services today motivated the researchers to understand more thoroughly how this is evaluated by service customers, and how their evaluations affect overall customer satisfaction. From the literature, it is very clear that there are no well-accepted and well-established conceptual models for measuring customer satisfaction in relation to service quality, even though there are some generic models, such as SERVQUAL, SERVPREF and LibQUAL. These models particularly focus on service quality and have not given priority to the construct of customer satisfaction. The literature search found that some quality determinants in relation to customer satisfaction in libraries, vis-a-vis 68 quality determinants. These determinants were then discussed in focus groups to identify those that are specific to FNU libraries.

The focus group discussions were held to identify the responses for the following thematic areas.

- 1 Familiarity of customer satisfaction and service quality
- 2 Relationship between customer satisfaction and service quality
- 3 Quality determinants which promote customer satisfaction in libraries

With the objective of identifying the first thematic area, focus group questions route required participants to describe how they defined customer satisfaction and service quality of library services.

Most commonly, customers emphasised the need for customer satisfaction with service quality, and one participant described the importance of quality services as follows:

“The main areas that I thought I would spend time in were on the library where the books and different information materials were located and..... where the places which proves independent, quiet and peaceful studying. I did not think I would spend much time in the library when I was in school because I perceived it as being very lethargic place and nothing to do with books except class notes and particularly not conducive to my idea of studying. However, now I feel being a student of this campus [College of Medicine], libraries here provide quality books and quality journals and quality service in the point of our’ eyes. Our satisfaction [Customer] is the paramount important for such a service organisation and I feel our satisfaction is depend upon the quality service delivery and quality resources available in the library. Basically these quality services and materials should match with what we [customers] really want and need”.

(Focus Group, Pacifica Library, FNU)

Strong feelings regarding satisfaction and service quality among participants contextualised the discussion of these two constructs: service quality and customer satisfaction.

According to another focus group member, “

“I think we do need to work on these two [Customer satisfaction and Service Quality]. Library should produce a quality customer service to make us [Customers] satisfied. They also need to make specific more formal user surveys in particular areas to understand what our [customers] expectations are and to what extent we satisfy with the quality service provided. That is something that will be required because it is one way of really getting feedback from users. If we [Customers] do not satisfy with library services, we do not need a library..... being students/lecturers here we have some sort of minimum requirement expectations on quality services, we compare our minimum requirements with the actual service delivery and then only we satisfy if the actual delivery is exceeding our expectation”

(Focus group, Samabula Library, FNU).

Thus, it is concluded that all attendees do have acceptably good knowledge on customer satisfaction and service quality in general.

The second thematic area was investigated by a number of discussions to know whether customer satisfaction is merely depend upon quality of services. One of the focus group members said that

“they [Library staff] need to give a best service to their clients [Customers]. I see the quality of services makes us happy.

(Focus group, Samabula Library, FNU)

“We [Customers] expect your books and information to be good quality physically and content wise particularly for our assignments and to be delivered quickly. If you don’t provide a better service, we become frustrated as then our expectations are not met. Providing outstanding customer service is the holy grail of libraries, we as customers satisfy with the quality services receivable. Our satisfaction varies with the level of quality... I mean... high quality gives higher satisfaction....”

(Focus group, Nasinu Library, FNU)

“....quality generates higher satisfaction. I feel it is important to tell to librarians when you are not satisfied with the quality of service and then they could do some quality improvements. When quality raises satisfaction inevitably betters.”

(Focus group, Nasinu Library, FNU)

As per the discussion held at Focus group meetings, it was evident that there is a positive relationship between customer satisfaction and service quality and quality determines the satisfaction.

Finally, the focus groups identified the quality determinants which promote customer satisfaction in FNU libraries. The researcher analysed the discussions and highlighted concepts that were directly related to the quality of library services. All focus groups were given a comprehensive set of 68 determinants of service quality in relation to customer satisfaction found from the literature. All these determinants were thoroughly reviewed by the focus groups in terms of their applicability in FNU library context. Table 3 indicates the 40 determinants which got at least confirmation from two different locations. Twenty eight determinants were left-out by these groups indicating that they do not have significant applicability in the FNU environment.

Table 3—Quality requirements identified by focus groups from past studies

Sl. no.	Quality determinations	Pacifica Library	Nasinu Library	Samabula Library
1	Library should be contemplative environment for study, learning and research	√	√	√
2	The library should be a place for reflection and creativity	√	X	√
3	Easy accessibility to the library building is important	√	√	√
4	The library should produce clearly written instructions for us when needed	√	X	√
5	The library should be a comfortable and inviting location	√	√	√
6	Access to printed and electronic archives is important in a library	√	√	√
7	The library should provide access to electronic databases/ digital collection to find information	√	√	√
8	Audiovisual equipment in the library should be available in good working condition	√	√	√
9	Approachability of library staff for finding information is very important to me	√	√	√
10	Complaints made by us should be immediately addressed	√	√	√
11	Staff should demonstrate cultural sensitivity	√	√	X
12	Employees in the library should be courteous	√	√	√
13	Giving customers personal attention by the staff would entertain me in the process of finding information for my work	√	√	√
14	Library should keep customers informed about new library services	√	√	√
15	It is essential to have knowledgeable staff/ subject specialists in the library for the provision of required information to the customers	√	√	√
16	Library staff should give prompt service to us	√	√	√
17	Library must assure the quality of information	√	√	√
18	Library collection should be complete	√	X	√
19	Library collection should be comprehensive	√	√	√
20	Library should provide current information	√	√	√
21	Ease of use/convenient access to library collection is required	√	√	√
22	Clean, sufficient and visually appealing sanitary facilities are important	√	√	√
23	Convenient opening hours is very important to customers, as there are different full-time and part-time customers	√	√	√
24	Directional signs in clear, understandable, helpful way is important to access relevant resources and facilities	√	√	X
25	Good ventilation should be in the library	√	√	√
26	Functional furniture should be in the library	√	X	X
27	Adequate lighting should be in the library	√	√	√
28	Staff must re-shelve the library materials quickly	√	√	√
29	Quietness of the place should be maintained for peaceful studies	√	√	√
30	Library needs to be air-conditioned to keep the customers comfortable within the library premises	X	√	√
31	Computers should be available in good working order to access different electronic collections, Internet and OPAC	√	√	√
32	Error-free records of transaction are needed to maintain trust of library service	√	√	√
33	Modern equipment in the library does motivate customers	√	√	√
34	All kinds of transactions should be held in confidential	√	√	√
35	Library customer education programmes are very important to become acquainted with the services	√	√	√
36	Library guides/brochures are very important to become acquainted with the services	√	√	√
37	Library Web page should contain correct and useful information about library services and resources	√	√	X
38	OPAC should be an accurate source of information	√	√	X
39	Remote access to electronic databases is important for accessing information from different places because customers are busy in the daytime	√	√	X
40	Ease of use/arrangement of the online catalogue (OPAC) is a must	√	√	√

√ = confirmed by, X = unconfirmed by

Table 4—Quality requirements identified by focus groups from experience of the focus group members

Sl. no.	Quality determinants	Pacifica Library	Nasinu Library	Samabula Library
1	The resources should realistically reflect the customer needs	√	√	√
2	Resource and service marketing should be there	√	X	√
3	Sportive programmes need to be implemented e.g. how to do note making, reading	√	√	X
4	Reading culture need to be established through some promotional programmes such as reading clubs etc.	√	√	X
5	Grater collaboration with lecturers need to be established in order to provide better resources	√	√	X
6	Library policies need to be redefined regularly as per the customer feedbacks and past experience	√	√	X
7	Recreational readings is a must	√	X	X

√ = generated at, X = not generated in

Table 5—Quality requirements applicable to FNU libraries

Sl. no.	Quality determinants	Sl. no.	Quality determinants
1	Library should be contemplative environment for study, learning and research	20	Good ventilation should be in the library
2	Easy accessibility to the library building is important	21	Adequate lighting should be in the library
3	The library should be a comfortable and inviting location	22	Staff must re-shelve the library materials quickly
4	Access to printed and electronic archives is important in a library	23	Quietness of the place should be maintained for peaceful studies
5	The library should provide access to electronic databases/digital collection to find information	24	Computers should be available in good working order to access different electronic collections, Internet and OPAC
6	Audio-visual equipment in the library should be available in good working condition	25	Error-free records of transaction are needed to maintain trust of library service
7	Approachability of library staff for finding information is very important to me	26	Modern equipment in the library does motivate customers
8	Complaints made by us should be immediately addressed	27	All kinds of transactions should be held in confidential
9	Employees in the library should be courteous	28	Library customer education programmes are very important to become acquainted with the services
10	Giving customers personal attention by the staff would entertain me in the process of finding information for my work	29	Library guides/brochures are very important to become acquainted with the services
11	Library should keep customers informed about new library services	30	Ease of use/arrangement of the online catalogue (OPAC) is a must
12	It is essential to have knowledgeable staff/ subject specialists in the library for the provision of required information to the customers	31	The resources should realistically reflect the customer needs
13	Library staff should give prompt service to us	32	Resource and service marketing should be there
14	Library must assure the quality of information	33	Sportive programmes need to be implemented e.g. how to do note making, reading
15	Library collection should be comprehensive	34	Reading culture need to be established through some promotional programmes such as reading clubs etc.
16	Library should provide current information	35	Grater collaboration with lecturers need to be established in order to provide better resources
17	Ease of use/convenient access to library collection is required	36	Library policies need to be redefined regularly as per the customer feedbacks and past experience
18	Clean, sufficient and visually appealing sanitary facilities are important	37	Recreational readings is a must
19	Convenient opening hours is very important to customers, as there are different full-time and part-time customers		

Majority of service quality determinants identified from focus group discussions were similar to the determinants that we found from some similar studies carried out in other countries. However, apart from the 40 quality requirements based upon the previous studies identified by focus groups, Table 4 indicates some more new quality requirements identified by the same groups as specific to FNU libraries. The identified requirements are so far unique to the FNU and therefore cannot be found in any of the relevant existing literature.

The panel of experts screened these 40 and 7 quality determinants identified by focus groups for overlap and suitability. The panel agreed that the 37 determinants given in Table 5 are most important in terms of service quality in Fiji National University.

Conclusions

Library administrators have recognised that irregular service statistics alone are not sufficient for assessing library operations. Employing customer evaluation of library services is now a well-accepted concept. Theoretically, this study extends significantly the body of knowledge of service quality and customer satisfaction in service marketing in the field of library and information services. Compared to previous studies, the service quality determinants developed in this study, composed of a comprehensive pool of measures for assessing quality of services in relation to customer satisfaction, can serve as a building block for further research in the field of relationship marketing. Thus, it is important for library professionals to understand these drivers and how they influence satisfaction. Library professionals need to increase the level of customer satisfaction in these determinants and to assign higher priority to them when they are uplifting the quality of library services. Thus, it is required to arrange the resources and operations in each of the determinant to optimise the functioning of the service patterns and policies in order to provide excellent customer service to their customers.

References

- 1 Heron P and Altman E, *Service quality in academic libraries*. (Ablex Publishing; Norwood, NJ), 1996 12-70
- 2 Heron P and Altman E, *Assessing service quality: satisfying the expectations of library customers*. (American Library Association; Chicago), 1998, 36.
- 3 Linn M W and Linn S B, Narrowing the gap between medical and mental health evaluation, *Medical Care*, 13(7) (1998) 607-614.
- 4 Bernat R, The systems resource model (2005) Available at: <http://www.strategic-control.24xls.com/en126> (Accessed on 12 November, 2013).
- 5 Cullen R J and Calvert P J, Stakeholder perceptions of university library effectiveness, *The Journal of Academic Librarianship*, 21(November) (1995), 438-448.
- 6 Cullen R, Does performance measurement improve organisational effectiveness? a post-modern analysis. In Wressell, P. (ed). *Proceedings of the 2nd Northumbria international conference on performance measurement in libraries and information Services*, Longhirst Hall, Northumberland, 7-11 September 1997, Information North, 3-20.
- 7 Cullen R J and Calvert, P J, Stakeholder perceptions of university library effectiveness, *The Journal of Academic Librarianship*, 21 (1995) 438-448.
- 8 Pritchard S M, Determining quality in academic libraries, *Library Trends*, 44 (3) (1996) 572-594.
- 9 Heron P and Altman E, *Service quality in academic libraries*. (Ablex Publishing; Norwood, NJ) 1996
- 10 Quinn B, Adapting service quality concepts to academic libraries. *The Journal of Academic Librarianship*, 23 (1997) 359-69.
- 11 Peter J and Austin M, *Managing human services personnel*. (Sage; California) 1987.
- 12 Calvert P J, International variations in measuring customer expectations. *Library Trends*, 49(4) 732-757. (2001) Available at: <http://www.allbusiness.com/marketing-advertising/relationship-marketing/993313-1.html> (Accessed on 18th March 2008)
- 13 Calvert P J and Heron, P, Surveying service quality within university libraries. *The Journal of Academic Librarianship*, 23 (1997) 408-415.
- 14 Heron P, Quality: new directions in the research. *The Journal of Academic Librarianship*, 28(4) (2002) 224-231.
- 15 Heron P and Nitecki D A, Service quality: a concept not fully explored. *Library Trends*, 49(4) (2001) 687-708.
- 16 Filiz Z, Service quality of university library: a survey amongst students at Osmangazi University and Anadolu (2007). Available at: <http://eidergisi.istanbul.edu.tr/sayi5/iueis5m1.pdf> (Accessed on 23 March 2013).
- 17 Cullen R, Perspectives on user satisfaction survey. *Library Trends*, 49(4) (2001) 662-686.
- 18 Heron P and Altman E, *Assessing service quality: satisfying the expectations of library customers*, (American Library Association; Chicago) (1998).
- 19 Iacobucci D, Ostrom A and Grayson K, Distinguishing service quality and customer satisfaction: the voice of the customer. *Journal of Consumer Psychology*, 4(3)(1995) 277-303.
- 20 Zeithaml V A, Berry L L and Parasuraman A, The nature and determinants of customer expectations of service, *Journal of the Academy of Marketing Science*, 321(1)(1993) 1-12.
- 21 Nitecki D and Franklin B, Perspectives on new measures for research libraries, *The Journal of Academic Librarianship*, 25(6)(1999) 484-487.

- 22 Shi X and Levy S, A theory-guided approach to library services assessment. *College and Research Libraries*, 66(3)(2005) 266-277.363
- 23 Browne M and Edwards S, How users assess the quality of an information service. *Priorities for the future: proceedings of the first national reference and information service section conference and the University, college and research libraries section workshop on research, 1991*. Canberra: Australian Library and Information Association, p 87-91.
- 24 Shi X and Levy S, A theory-guided approach to library services assessment. *College and Research Libraries*, 66(3)(2005) 266-277.363
- 25 Nicholas D, *Assessing information needs: tools and techniques*. (Aslib: London). 1996.
- 26 Verhoeven A H, Boerman E J and Jong B M, Use of information sources by family physicians: a literature survey. *Bulletin of Medical Library Association*, 83(1)(1995) 85-90.
- 27 Zeithaml, A, Pasuraman, A & Berry, L. 1990. *Delivering quality service: balancing customer perceptions and expectations*. New York: Macmillan, p. 16
- 28 Churchill, G A, A paradigm for developing better measures of marketing constructs, *Journal of Marketing Research*, 16(1)(1979) 64-73.
- 29 Hinkin T R, A review of scale development practices in the study of organizations, *Journal of Management*, 21(5)(1995) 967-988.
- 30 Hinkin T R, Tracey J B and Enz C A, Scale construction: developing reliable and valid measurements. *Journal of Hospitality and Tourism Research*, 21(1)(1997) 100-120.
- 31 Churchill G A, A paradigm for developing better measures of marketing constructs, *Journal of Marketing Research*, 16(1) (1979) 64-73.
- 32 Zaichkowsky J L, Measuring the involvement construct. *Journal of Consumer Research*, 12(3)(1995) 341-352.
- 33 Rust R T and Oliver, R L, Service quality: insights and managerial implications from frontier. In Rust, RT & Oliver, RL (eds). *Service quality: new directions in theory and practice*. (Sage; Thousands Oaks, CA), 1994, 1-19. 362
- 34 Brady M K, Cronin J and Brand R R, Performance-only measurement of service quality: a replication and extension, *Journal of Business Research*, 55(1)(2002) 17-31.
- 35 Dabholkar P A, Shepherd CD and Thorpe D I, A comprehensive framework for service quality: an investigation of critical conceptual and measurement issues through a longitudinal study, *Journal of Retailing*, 76(2) (2000) 139-173.
- 36 Iacobucci D, Ostrom A & Grayson K, Distinguishing service quality and customer satisfaction: the voice of the customer, *Journal of Consumer Psychology*, 4(3)(1995) 277-303.