

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

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#### ABSTRACT

*Importance-Performance Analysis (IPA) is a popular, low-cost, easily understood way to organize information about the attribute of a product or a service and provide intuitively appealing strategies for a business to set priorities for potential change. It is a simple and effective technique that can be applied to guide quality based educational strategies and can assist practitioners in prioritizing attributes when enhancing their quality and satisfaction. As several studies have shown, the relationship between students' perception of educational system and overall satisfaction is sometime non-linear. Performance indicators are now an established feature of the tertiary sector, being employed to evaluate teaching as well as research. Therefore, in this study, a two-axis model is described, which goes some way to addressing the deficiency of limited resources.*

#### KEYWORDS

importance-performance, two-axis model.

#### INTRODUCTION

Liberalization, Privatization and Globalization (LPG) has brought phenomenal transformation in all sector of economy. Service industry is growing very rapidly and higher education is fast growing industry (Demme 2010; O'Neil & palmer 2004). Management education provider are now working hard towards understanding the needs, perceived and expected service quality of their stakeholders viz. primarily students, parents, employers etc. In the cut throat competition and quality conscious customers the survival of the service provider only depends upon the satisfaction of the students. (Roger Lewis, 2004), defined two dimensional IPA model in mechanical engineering students of first and second year, with reference to that the test was conducted on the management students of the private institute in well-known educational state Haryana.

#### IMPORTANCE OF THE IPA MODEL

After a comprehensive study it was discovered that many service industry researchers and practitioners normally used a one sided survey to measure only satisfaction level<sup>1</sup>. As mentioned earlier, instead of measuring only the satisfaction level, it is suggested that the importance indicators to be assigned to the items surveyed to rank the importance of the attributes<sup>2</sup>. Many customer satisfaction tools, SERVQUAL and SERVPERF failed to include such importance ranking in their survey method. To address this problem, the IPA, a simple evaluation tool, is used to understand customer satisfaction and priorities area for improvement. IPA has been widely used in service industries such as travel and tourism, education, hospitals and other sector. IPA is more superior to both SERVPERF and SERVQUAL because it has the importance attribution to the items and moreover, IPA can be plotted graphically using the importance and performance for each attribute as compare to others. IPA is a powerful evaluation tool for practitioners and academics to find out attributes that are doing well and attributes that need to be improved, which require action immediately. Therefore, it is used to prescribe the prioritization of attributes for improvement and provide guidance for strategic development.

The two- dimensional IPA model is divided into four quadrants with performance on the x-axis and importance on the y-axis. As a result of this, four quadrants namely: *Concentrate Here, keep up the Good Work, Low Priority, and Possible Overkill* are created.

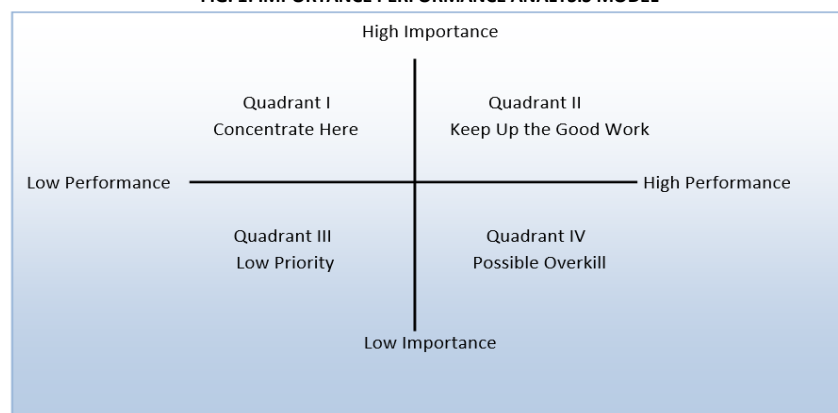
*Quadrant I (High Importance/ Low Performance) is labeled Concentrate here attributes that fall into this quadrant represents keys areas that need to be improved with top priority.*

*Quadrant II (High Importance/ High Performance) is labeled Keep up the Good WORK. All attributes that fall into this quadrant are the strength pillar of the organizations, and they should be the pride of the organizations.*

*Quadrant III (Low Importance/ Low Performance) is labeled Low Priority. Thus, any of the attribute that fall into this quadrant is not important and poses no threat to the organizations.*

*Quadrant IV (Low Importance/ High Performance) is labeled as Possible Overkill. It denotes attributes that are overly emphasized by the organizations; therefore, organizations should reflect on these attributes, instead of continuing to focus in the quadrant, they should allocate more resources to deal with attributes that reside in quadrant I.*

FIG. 1: IMPORTANCE PERFORMANCE ANALYSIS MODEL



**OBJECTIVES OF THE STUDY**

The research attempts to draw a set of service quality parameters, drawn from students’ (defined as customers) perceptions about service quality. These service quality parameters have been used in the context of Private Management Education Institute in Kurukshetra (Haryana)

The objectives of the study are as follow:

1. To measure the importance of the variables in Private Management Education Institution.
2. To measure the service quality perception of the students in Private Management Education Institution.

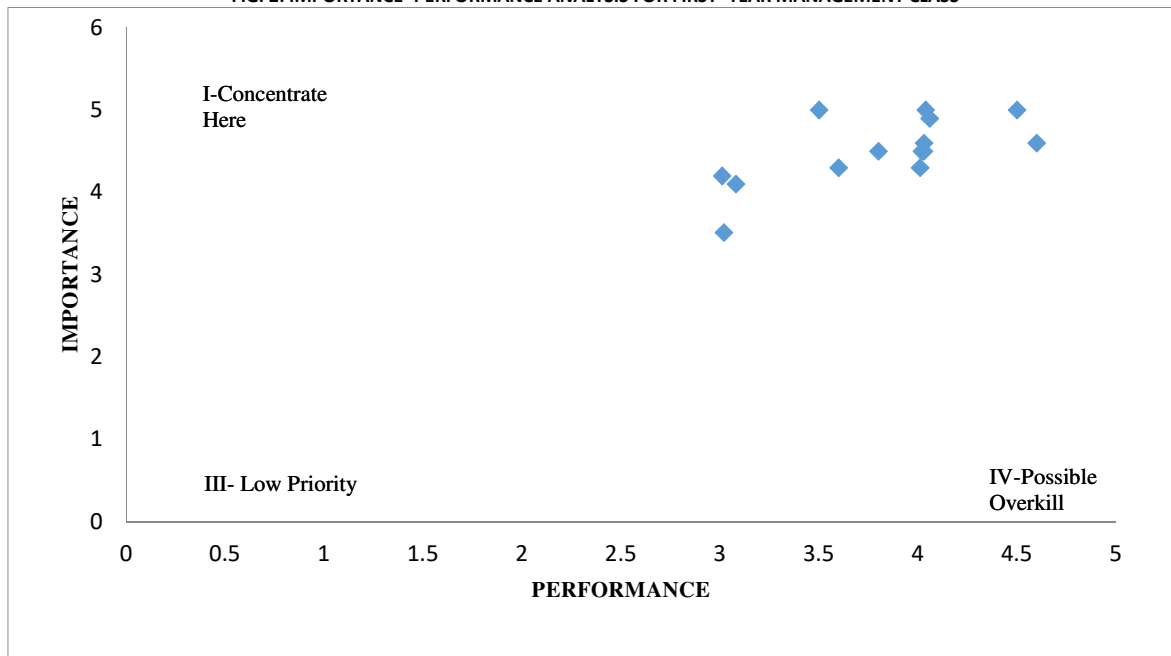
**METHODOLOGY AND DATA COLLECTION**

In this study, survey method is used to measure the perception of the students and parents. An identical questionnaire to past studies like IPA-Roger Lewis, 2004, “IPA as a tool in evaluating Higher education service quality; Fatima de Jesus Henriques Silva, Service quality in Higher studies, Dr. Narinder Tawar etc. was prepared for the data collection, the literature review and focus group interview provided the basis for generating items to draft questionnaire. The draft questionnaire consists of 14 items related to different aspects of management education institution’s service quality and importance. A five point Likert scale was used to measure the “Importance”; that varied from 1= very unimportant to 5= very important and “Performance”; that varied from 1=very unsatisfied to 5= very satisfied. The students of first and second year were concentrated for the survey that comprised the sample of a total of 50 students, 25 students from each year were selected randomly present on those days.

**RESULT AND DISCUSSION**

In this study, the IPA matrix is prepared on the fourteen surveyed questions by the students of first and second year, which were ranked, according to importance on vertical axis and performance on horizontal axis.

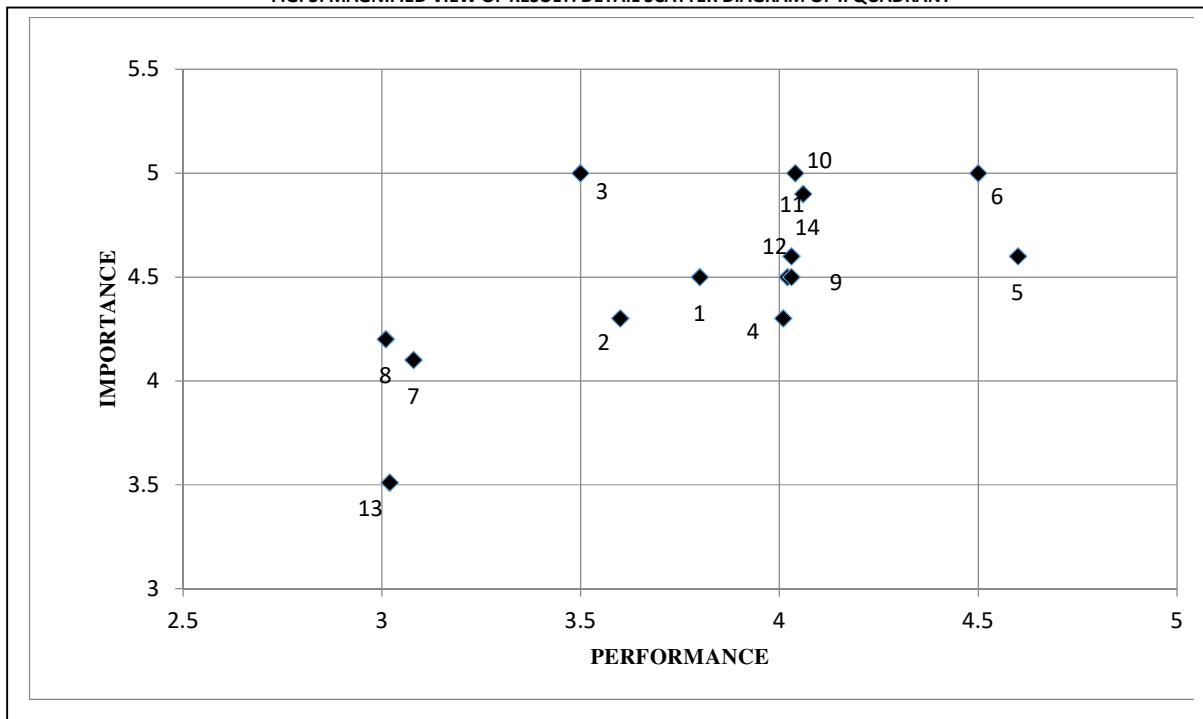
**FIG. 2: IMPORTANCE- PERFORMANCE ANALYSIS FOR FIRST- YEAR MANAGEMENT CLASS**



In the above figure, the most conspicuous thing in this scatter diagram is that the all surveyed result falls in the II Quadrant ie: Keep up the Good Work, which is the area of high importance and high Performance. Therefore, which shows the satisfactory performance of the college services for the students overall. This is the positive result for the college management.

The magnified result of the first figure is explained in the figure 3 which elaborate the every variable, explain its importance and performance more clearly and distinguish the clear image of the importance and performance of every single variable.

FIG. 3: MAGNIFIED VIEW OF RESULT: DETAIL SCATTER DIAGRAM OF II QUADRANT



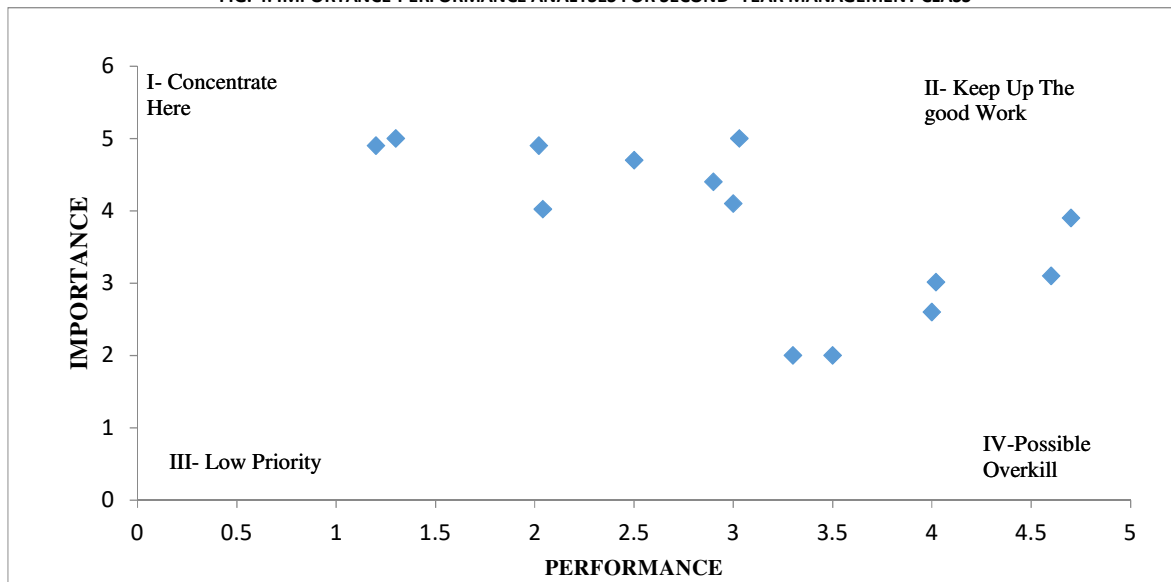
By the use of IPA method, we can analyse the different sectors or area which require changes or more attention. In this magnified view of the result, the position of all the variables are changed which lies in different quadrants: as it lies in Quadrant I (Concentrate Here) and Quadrant III (Low priority) also.

As per the above scatter diagram, area which requires more attention is the Q3, which is related to the faculties, Q13, Q8, and Q7 i.e. Industry institute interaction, attending lectures and subject material which lies in third quadrant, shows that these variables are of low priority which poses no threat to the organization. Hence, the rest variable lies in the Quadrant II which reflects the good work. The Q2, about the preliminary information of the subject material poses the little more importance as compare to others, as because the first year students were not aware of the subjects and the curriculum which they will study in the full program. Hence, an attention is required to this variable for the new students as it can make an easy task for them to understand and follow the curriculum properly.

After the data collection from the first year students, the same questionnaire was circulated and results were obtained from the second year students also. The result is shown in Fig-4 which gave a different image as compared to the first year's students scattered diagram. As we can compare that the first year students result lies in the II quadrant but here the results are scattered in different quadrants like I, II and IV which shows perception gap between both years students.

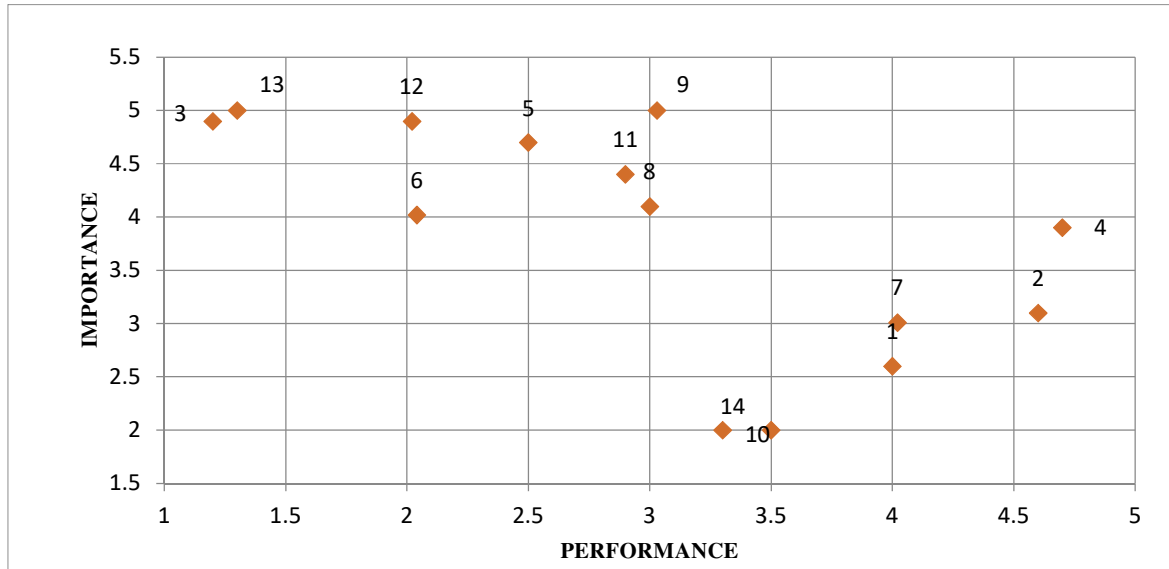
The response of the first year students lies in the II quadrant which suggests "Keep Up The Good Work" but the results varied in the fig-4 when the responses were obtained from the 2<sup>nd</sup> year students.

FIG. 4: IMPORTANCE-PERFORMANCE ANALYSES FOR SECOND- YEAR MANAGEMENT CLASS



The magnified view of the scattered diagram is shown in Fig. 5 which helps in analyzing the status of the services.

FIG. 5: MAGNIFIED VIEW OF RESULT: DETAIL SCATTER DIAGRAM



For the 2<sup>nd</sup> year students, the analysis of the above scattered diagram is not giving an encouraging image of the services of the institute. As we can see above in the figure 5, the variables are laying in Quadrant I and Quadrant IV i.e. “Concentrate Here” and “Possible Overkill” more as compared to II quadrant i.e. “Keep Up the Good Work”. Hence, the management should concentrate on their weak areas as highlighted in Q3, Q6, Q12 and Q13 which consist of experienced Faculty, Study material, Discussing Case- Studies, and Industry Institute interactions with top priority.

The variables lies in II quadrant like Q4, Q5, Q8, Q9 and Q11 which falls under “Keep Up The Good work” are Using of modern audio and visual aids, Marking system of internals and extracurricular activities, Interesting subject material, presentations of lectures and learning from them.

The variables lies in IV Quadrant i.e. Q1, Q2, Q7, Q10 and Q14 constitute of “possible over kill” which denotes that these attributes are overly emphasized by the organization. Therefore, the institute can emphasize less on it.

## CONCLUSION

Service quality assurance in higher education is the activity that aims at maintaining and raising the level education, e.g. research, assessing acceptability, recruitment, appointment procedure and different mechanisms and systems. The aim of service quality assurance in higher education is to guarantee the improvement of standards and quality in higher education in order to make higher education meet the needs of students, employers and financiers. Higher educational institutes are putting their efforts to provide maximum service quality to students in education system but still there is a lot more focus required. The study was focused on the students of (MBA) Masters in Business Management to measure the perception towards the service quality being offered to them by the institutions. Management Education is highly demanding course and institutions are feeling pressure from various customers group namely students, parents, and the industry. The liberalization in education policy and private partnership programme to make the nation educated society is posing greatest challenge for the sustainability of the institutions. This is pure service industry where quality, customer service is the key to success.

In the context of higher education evaluation and resource allocation, the technique of Importance- Performance analysis is discussed. To illustrate the strengths and weakness of the method, a quantitative study on first and second year management students of private institute is used here. Importance – Performance Analysis provides a broader basis on which to evaluate and drive change in higher education than by relying on performance indicators alone.

The pilot study is limited to small sample size and area. Further research may examine which of the factors discriminate most significantly among the institutions from the perspective of different customer group viz. parents, owner, employer and various governing authorities.

## LIMITATIONS OF THE STUDY

- The study refers to only one private education institute.
- The sample size of the study is small.

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**ANNEXURE****QUESTIONNAIRE**

(Number of Respondents =50)

S.No	Variables
Q1	Aims of subjects are communicated clearly.
Q2	Preliminary information about the contents of the subjects is clear.
Q3	Faculties are qualified and Experienced.
Q4	Modern audio and visual systems in classes.
Q5	The proportional allocation of marks to different activity is fair.
Q6	Understand the study material of the subject.
Q7	You feel enthusiastic about attending the lectures.
Q8	Subject material is interesting
Q9	Presentations of Lectures are clear
Q10	The sequences of topics in each lecture are organized logically.
Q11	Lecturer has an interest in assisting students to learn.
Q12	Focus on discussing case studies
Q13	Promote industry-institute interaction
Q14	Spacious, airy, well lit classes

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