

## Importance –Performance Analysis : An Empirical Study on Private Management Institutes of Dehradun

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### Abstract

*Importance-Performance Analysis (IPA) is a low-cost modified and easily understandable tool used to organize information about the variables and attributes 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 way which 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.*

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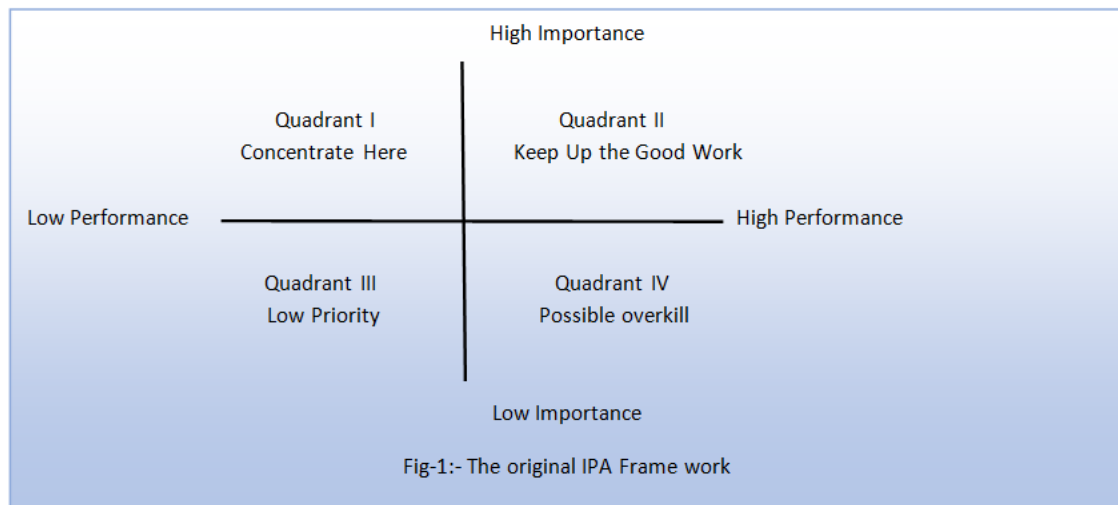
## **1. INTRODUCTION**

LPG (Liberalization, Privatization and Globalization) has brought phenomenal transformation in all sector of economy. Education sector is growing very rapidly with new changes in curriculum and mode of giving education where higher education is the fastest growing industry (O'Neill & Palmer 2004) where new technologies and courses have been adopted according to the growing era of the country. 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 this 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" on engineering students of I and II year, with reference to that the test was conducted on the management students of the private institute in well-known educational state Dehradun.

### **1.1 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. 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. 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 many more. 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.



Source: (Adopted from Martilla & James, 1977, p. 78)

*Quadrant I: Concentrate here (High Importance/ Low Performance): attribute falls in this quadrant represents those keys areas which have a need to be improved with top priority.*

*Quadrant II: Keep up the Good WORK (High Importance/ High Performance): All attributes that falls in this quadrant are considered to be the strength pillar of the organizations, and they role as a pride of the organizations.*

*Quadrant III: Low Priority(Low Importance/ Low Performance): Thus, any of the attribute that fall into this quadrant is not important and poses no threat to the organizations. They role as a neutral phase of the organizations.*

*Quadrant IV: Possible overkill: (Low Importance/ High Performance) 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.*

## 2. OBJECTIVES OF THE STUDY

This 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 Institute in Dehradun.

The objectives of the study are as follow:

1. To analyze the important variables in Private Management Institute.
2. To analyze the quality perception of the students in Private Management Institute.

## 3. METHODOLOGY AND DATA COLLECTION

By using the survey method to find the perception level of the students and parents, an identical questionnaire from 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 institution's service quality and importance. A 5- point Likert scale was used to measure the "Importance"; that varied from:

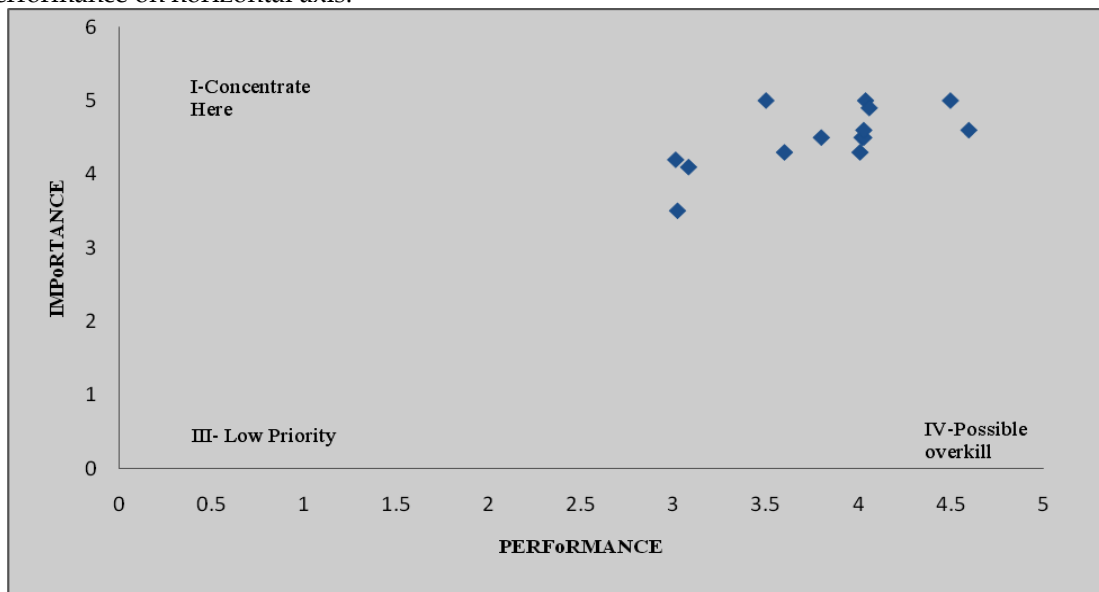
1= very unimportant to 5= very important and;

"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 surveying days.

### 3. 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.

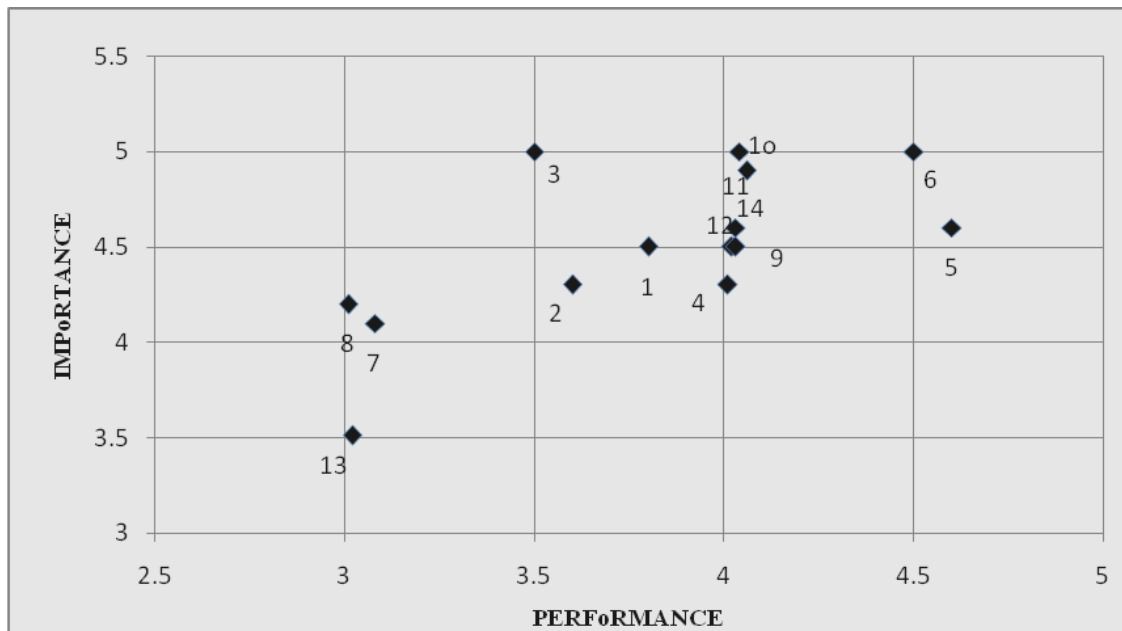


**FIG: 2 IMPORTANCE-PERFORMANCE ANALYSIS FOR FIRST- YEAR MANAGEMENT CLASS**

Source: Surveyed result

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 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**

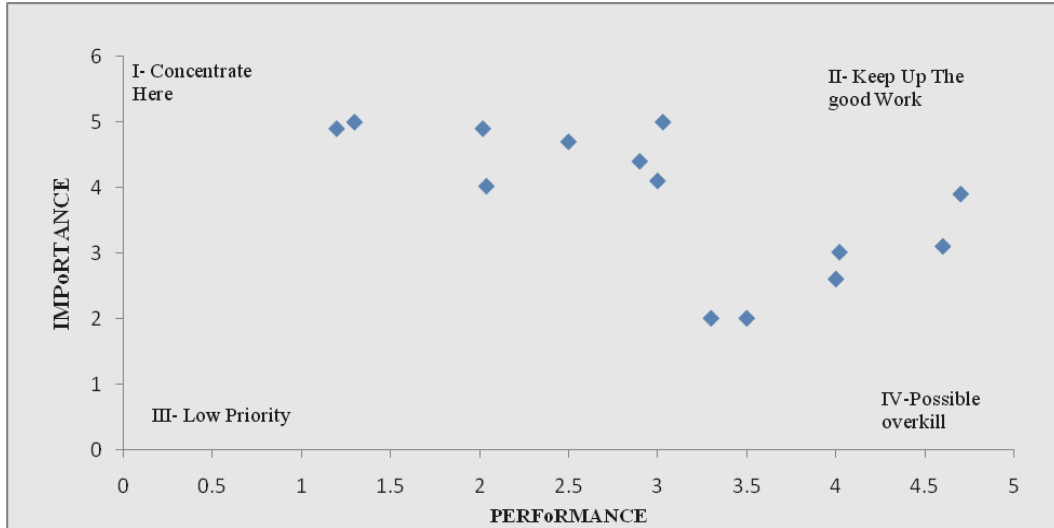
*Source: Surveyed Result*

By the use of IPA method, we can analyze 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 possess the little more importance as compare to others, as because the I 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 I- 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 I-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.

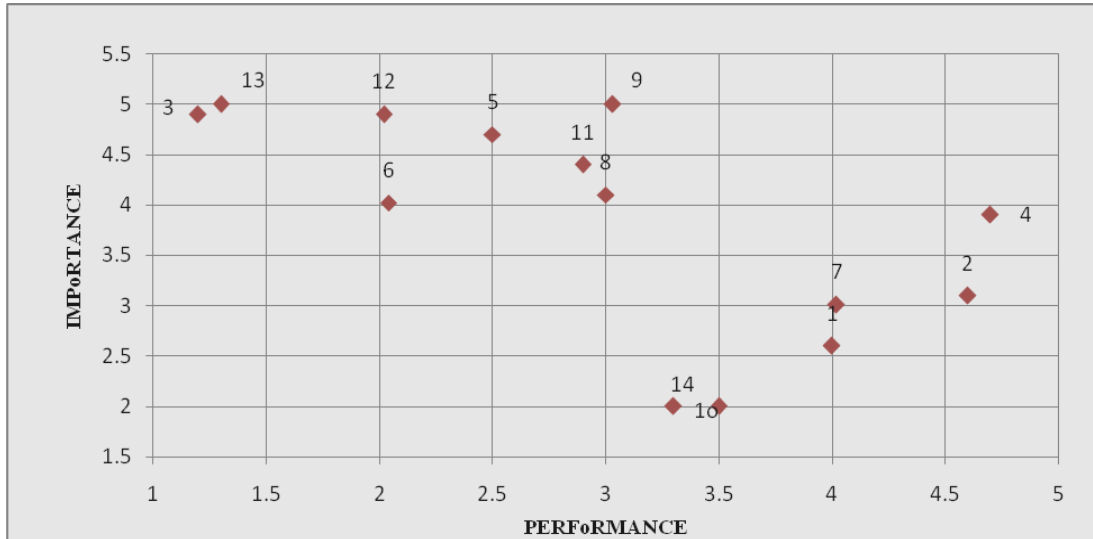


**FIG: 4 IMPORTANCE-PERFORMANCE ANALYSES FOR SECOND- YEAR MANAGEMENT CLASS**

Source: *Surveyed Result*

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**



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

Source: *Surveyed Result*

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 extra-curricular 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 institute. Therefore, the institute can emphasize less on it.

#### **4. 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 program 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 I Year and II 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.

#### **5. LIMITATIONS OF THE STUDY**

- This study refers to only limited private management institute in Dehradun.
- The sample size of the study is small as if the sample size will increase the results may vary.
- This study doesn't implies its result on the all management institutes.

**ANNEXTURE:1**  
(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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