

Reference service user' satisfaction at the Animal Husbandry Faculty Library, Universitas Padjadjaran

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Abstract

Reference services satisfaction assessment in libraries are one of the factors that determine the satisfaction of library users. Therefore, periodic improvement and development of reference services is required. This study was aimed to determine the extent of user satisfaction with reference services that have been implemented in the Library of the Faculty of Animal Husbandry, Universitas Padjadjaran. This study employed a quantitative descriptive approach based on survey to 132 respondents representing each academic year. The survey data were analyzed descriptively and presented in graphs. The questions in the survey cover four topics, namely the ease of borrowing and returning procedures, staff performance, reference information access, and library facilities. The results showed that respondents answered satisfied with a consistent level across the topics measured above. Even so, improvements are needed, especially in the aspect of library facilities, which are marked by responses with low scores. Service improvement in these four aspects can generally be focused on changing the paradigm from "library-centered" to "user-centered" by accommodating the expectations and desires of most users. In addition, after conducting training on access to reference collections, respondents answered that the training was considered very useful and was expected to be carried out periodically. In conclusion, users are satisfied with the reference service at the Faculty of Animal Husbandry Library, Universitas Padjadjaran. In addition, the training program on access to library collections has been successfully implemented and felt very useful by respondents and can be categorized as a service improvement activity.

Keywords: Reference services; Surveys; Training; Service enhancement

Kepuasan pengguna jasa referensi Perpustakaan Fakultas Peternakan, Universitas Padjadjaran

Abstrak

Pengukuran kualitas layanan perpustakaan merupakan salah satu upaya agar pemustaka mendapatkan kepuasan dan kebermanfaatan perpustakaan dengan lebih baik. Evaluasi kualitas koleksi perpustakaan sebagai bagian dari layanan perpustakaan di universitas dapat dilakukan melalui dua pendekatan, baik pendekatan secara internal ataupun eksternal. Pendekatan internal umumnya dilakukan oleh pimpinan dan petugas secara rutin untuk mengevaluasi jumlah, keberagaman, dan kondisi koleksi, serta kemutakhiran koleksi. Pendekatan secara eksternal dilakukan melalui penilaian oleh pemustaka (users) terhadap faktor internal perpustakaan. Penelitian ini bertujuan untuk mengetahui sejauh mana tingkat kepuasan pengguna (user) terhadap kualitas koleksi di Perpustakaan Fakultas Peternakan Universitas Padjadjaran. Penelitian ini menggunakan pendekatan deskriptif kuantitatif dengan metode survei kepada 132 responden yaitu mahasiswa yang terdaftar di Fakultas yang mewakili tiap angkatan. Mahasiswa terdiri dari mahasiswa tingkat awal hingga mahasiswa tingkat akhir. Tahapan penelitian dimulai dari identifikasi permasalahan, pembuatan kuesioner, penentuan responden, penyebaran kuesioner hingga pengolahan data hasil survei. Data hasil survei dianalisis secara deskriptif dan disajikan dalam grafik untuk memudahkan presentasi data. Pertanyaan dalam survei dibagi ke dalam empat topik penilaian, yaitu keberagaman, kelengkapan koleksi, kemutakhiran koleksi, serta kondisi koleksi. Hasil penelitian menunjukkan bahwa responden menjawab puas dengan tingkat yang konsisten di seluruh topik yang diukur di atas. Beberapa saran disampaikan terkait koleksi fisik langka yang kondisinya kurang baik. Sebagai kesimpulan, pengguna merasa puas terhadap keberagaman, kelengkapan, dan kemutakhiran koleksi, serta kondisi koleksi di Perpustakaan Fakultas Peternakan Universitas Padjadjaran. Evaluasi kepuasan pemustaka perlu dilakukan secara rutin dan hasilnya dapat dijadikan pedoman dalam peningkatan kualitas layanan perpustakaan.

Kata Kunci: Layanan referensi; Survei; Pelatihan; Peningkatan pelayanan

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INTRODUCTION

The library significantly advances education and research for the Faculty of Animal Husbandry academic community. The library has the fundamental task of providing references as a basis for education and research for its users. The library provides services and access for its users to sources of information in the form of books and research articles from various sources. Reference service is one of the main tasks performed by the library.

Reference services act as a process of interpreting the entire library collection for the benefit of its users. Reference services help users to find information quickly and precisely, search for information with a broader and specific choice and use a more precise reference set (Dharma et al., 2015). Service activities in the Faculty of Animal Husbandry library, Padjadjaran University are circulation services, tracing, provision of complete documents, provision of the latest journal articles, user guidance, and increasing the ability of researchers and extension workers to access information sources. This activity is the library's primary function as a provider of references and access to registered users, including lecturers and students with access to information needs.

Reference services, particularly in libraries, are a form of service quality. Service quality, a term commonly defined in business and marketing from a customer perspective, has recently received increasing attention in the library and information services sector. This is due to the library's success depending on the assessment made by users as quality appraisers (Khaola & Mabilikoane, 2015).

Conventionally, library reference services have several main functions, such as providing collection information,

guidance, direction, supervision, provision of bibliography, and collection assessment (Kalsum, 2016). The provision of collection information services can be conducted by having extensive information retrieval capabilities and being able to answer user questions in detail and clearly. The guidance function is to help users find the books or articles they need and how to use them to find the correct information. The briefing function guides users on using the available library facilities and references. The supervisory function is to maintain the neatness of the library itself and the orderly service work procedures and observation of user needs. Bibliographic provisions aim to assist users in writing a good bibliography. The librarian's assessment of the reference collection is to obtain the maximum use of the reference collection (Kalsum, 2016).

Overall, these functions refer to the search for appropriate information in the library and are one of the main focuses of service. The library's function with its reference service is essential in building and supporting an academic atmosphere, teaching, research, and community service (Anawati, 2019). Particularly in research, libraries play a significant role in providing references to support the quality of research so that it is in the most conducive condition possible. The library plays a role in the academic communication system (Sugimoto et al., 2014).

In carrying out these library functions, an evaluation of the library services' quality must always be conducted to improve the quality of library services (Kumar & Mahajan, 2019). One method of measuring the quality of reference services in libraries can be measured using the 'TERRA' method (Mulyani & Rohanda, 2015). TERRA stands for Tangible, Empathy, Reliability, Responsive, and Assurance. This method is

a benchmark for service quality which can be obtained by conducting surveys and interviews on the library users' satisfaction.

Physical (Tangible) measurements are categorized as user comfort towards the completeness of the reference collection in the library and the library atmosphere. At the same time, the measurement of 'empathy' is based on user satisfaction with librarian services. The measurement of 'reliability' focuses on the librarian's understanding of the reference collection in the library. Meanwhile, the measurement of 'responsiveness' refers to the activeness of the librarian in helping or directing users to find the correct reference collection. Finally, the measurement of 'assurance' is based on the timeliness of attendance and adherence to librarian rules in service (Mulyani & Rohanda, 2015).

Measurement using the TERRA method is in line with that formulated by the Reference User Service Association (RUSA). It states that reference services need to involve reference transactions and other activities, which include the creation, management, and assessment of information or research on resources, equipment, and services (Huling, Dallas, Kinder, Whitlatch, & Woodard, 2022). Reference transactions are activities of providing information by librarians to library users by recommending, interpreting, evaluating, and using information sources in the library.

A study by Mulyani and Rohanda (2015) at the UPT UNPAD Library using the Terra method has discovered that the weaknesses are incomplete reference collections and a lack of good communication skills from librarians. This weakness is indicated not only to be found in the UPT UNPAD library but also in libraries of other institutions or

universities. Although there has not been much research on the weaknesses of library reference services in other institutions or universities, evaluating the quality of reference services in libraries is vital.

The era of globalization has changed the way of working in various digital fields, including library services (Massis, 2016). The development of information and communication technology in reference services has created a new style of reference sources classified as printed reference sources, printed and digital reference sources, and digital sources only (Ahmad, 2019). Therefore, it is essential to improve library reference services by using information and communication technology facilities that continue to grow.

Users who use online catalogs can access and download all available library information through specific applications or web pages currently being developed (perpustakaanidbud, 2016). The online reference service, in the form of a web portal, gives users unrestricted, widespread, and growing access to the library. In addition, the main advantage of online reference services is that users can find relevant sources of information far more effectively and efficiently by utilizing keywords that match the information they need (Nugroho, 2018). Moreover, digital reference collections on web portals are easier to keep up-to-date.

Furthermore, digitized library reference collections and online reference services in the form of web portals have also brought changes to librarians' reference services. Librarians can provide consulting services online, without face-to-face, either through direct message services (chat) or email. This is important, considering that the referral transactions mentioned earlier are essential to the

referral service (Nugroho, 2018). Thus, librarians can reach users who cannot attend the library in person due to distance and time. Besides that, another benefit that can be obtained from this online reference transaction is that librarians can simplify and minimize user errors in using and writing references.

The Faculty of Animal Husbandry Library is part of the Padjadjaran University (UNPAD) Central Library. In various university libraries, the conventional library service system has switched to digital services, accompanied by its users' desire to use digital services (Kristyanto, 2015). Universitas Padjadjaran library users vary significantly in terms of finding information on both physical and digital collections. This is in line with previous research where most users use reference services at the University of Indonesia (UI) in the form of digital collections. Whereas users rarely use printed collections (Widowati, 2012). Additionally, virtual library services, including electronic resources, and library staff available by phone, fax, and email, can eliminate information access gaps between users (Powelson & Reaume, 2012).

Since 2018, the Library of the Faculty of Animal Husbandry, Universitas Padjadjaran, has registered references for books and research reports using the Senayan Library Management System (SLiMS), an online-based platform system of catalog collection automation (perpustakaanidbud, 2016). The SLiMS system is also integrated with an online catalog for users to search for reference collections in the library. The Online Public Access Catalog (OPAC) makes it easy for users to browse detailed collections with just a few steps (Ramadhan & Dewi, 2018). So that in the service process, users can find

reference sources for online catalog collections without the need to first come to the library to borrow. However, an evaluation of satisfaction with this referral service has yet to be conducted.

While switching to an online reference service has many benefits in the building process, significant challenges and consistency must be taken. For example, the University of Indonesia (UI) library has gone one step further by creating a particular web portal for online reference services through the link <http://lib.ui.ac.id/opac/ui/>. This web portal formation was not necessarily formed as a whole as it is today. Librarians face many challenges indirectly when experiencing digital transformation along with the development of library web portals. The significant transformation of reference services in the UI library has affected its librarians, especially in the digital-based library services section, expanding access, policy, and promotion (Irawati, 2020).

Digital library services require librarians to be able to serve users according to their scientific fields (Kurniawati, Indriani, & Yunita, 2021). For example, the Animal Husbandry Faculty librarian must know the basics of animal husbandry and master library science. It facilitates communication between librarians and users when looking for sources of information. Thus, reference services can take place much more effectively and efficiently. Meanwhile, the expansion of library access is intended for the security of library reference collections and ease of access to reference collections. Securing reference collections aims to maintain and protect reference collections, especially those that are confidential (Irawati, 2020). For this reason, special

access is needed for library users, such as usernames and passwords, when registering library members to increase the security of the online library web portal.

Currently, the Library of the Faculty of Animal Husbandry, Universitas Padjadjaran, still considers it necessary to increase awareness of the services offered by socializing the services to users. This socialization activity can be complemented by training on using reference services implemented in the library. This activity is also deemed necessary to foster policy synchronization between staff at the Faculty of Animal Husbandry Library, Universitas Padjadjaran, and faculty leaders. In other words, apart from improving services, supporting activities are also needed, as described above, to ensure readiness for improving reference services. This activity is one of the efforts to develop reference services in the Library of the Faculty of Animal Husbandry, Universitas Padjadjaran. Based on the explanation above, this study aimed to determine the extent of user satisfaction with reference services implemented at the Library of the Faculty of Animal Husbandry, Universitas Padjadjaran.

RESEARCH METHODS

This study used descriptive quantitative methods, as described by (Irianti, 2017; Saleh, Sumarni, & Safitri, 2014). Respondents in this study were users (students and lecturers) of the Faculty of Animal Husbandry Library, Universitas Padjadjaran. The parameters measured in this study were the satisfaction of library users in terms of ease of borrowing, staff performance, and ease of accessing information against a reference (reference information access). The rating was associated with each question and in each

parameter were: 'poor', 'somewhat good', 'good', and 'very good', which could be chosen freely by respondents.

This study carried out several stages: distributing questionnaires and conducting interviews, data analysis, organizing training, and concluding. The questionnaires were distributed in two ways: printed questionnaires in the library and online questionnaires through an information retrieval service (Google FormTM). Questionnaires were distributed from May to June 2019 to 132 respondents, each of whom was a class representative. The respondent sample used the simple random sampling technique. As explained by Adam (2017), in this sampling technique, there is no element of researcher subjectivity in determining who and what is part of the sample (outside of allocating the same number of samples per batch), each object in the specified population has an equal chance.

The data obtained were then inventoried using a table processing and calculation program (Microsoft ExcelTM). Data inventory includes data identification and database table creation. The inventoried data was then processed using the same program, then presented in graphical form to make it easier for the reader to understand. The graphs presented were then discussed descriptively in this article.

RESULTS AND DISCUSSION

Everything categorized into services (from profit and non-profit service institutions) was closely related to measuring user experience satisfaction. This user satisfaction measure was initially sourced from business entities, as it was essential to know whether their products or services impact their users and whether

users would like to repurchase their products or reuse their services in the future. However, as time goes by and as a result, it becomes easier for people to voice their complaints about something (e.g., on social media) these days. It is not just for-profit organizations that need to measure user satisfaction, but not-for-profit organizations as well to ensure their users are comfortable, satisfied, and wish to reuse their services in the future (Adigun & Tella, 2021; Mairaj & Naseer, 2013). This "user satisfaction-oriented" paradigm also applies to service institutions in academic institutions, such as university libraries. In order for the user to utilize the library's services in the future, libraries must ensure that the services they give influence their users and that they are satisfied with these services. In addition, the measurement of user satisfaction is one of the assessments that must be reported and contribute to the evaluation of academic institutions' overall

performance (Mairaj & Naseer, 2013).

To have a good customer satisfaction score, library institutions need to change the paradigm from "library-centric" to "user-centric" (McLaughlin, 2015). A paradigm shift can encourage the establishment of standard operating procedures (SOPs) that are more focused on user satisfaction, increasing user satisfaction scores. Many librarians would probably say they exhibit "user-centric" characteristics because they always have the user's best interests in mind. Whether they support user-centricity is shown subtly. In developing library goals, librarians should be aware of indicators of a "user-centric" focus on inclusion or exclusion. Awareness of these characteristics, which are synonymous with "user-centric", will assist librarians in planning and implementing initiatives geared toward enhancing user satisfaction (McLaughlin, 2015).

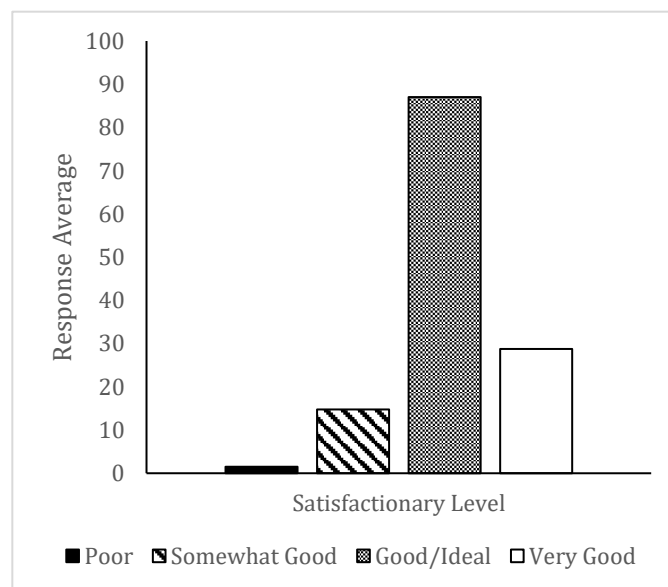


Figure 1. User satisfaction with the ease of procedures for borrowing and returning collections at the Library of the Faculty of Animal Husbandry Library, Universitas Padjadjaran

Source: Analysis results, 2019

In this study, the measured user satisfaction parameters consisted of aspects of the ease of procedures for borrowing and

returning reference collections, staff performance, access to reference information, and library facilities closely

related to user satisfaction with the quality of library services. To the author's knowledge, a survey on this matter was never conducted by the Library of the Faculty of Animal Husbandry, Universitas Padjadjaran. It might be an initial step for improvement needed to answer the time challenges.

Figure 1 shows that most of the respondents considered the borrowing and returning procedures to be at a good or ideal level (score: 87). The number of respondents in this survey was 132 users consisting of student library users, each representing each class. The responses from the survey results were normally distributed, with scores of "not good" and "somewhat good" being the two lowest categories, with scores of 1.5 and 14.75, respectively. It was interesting to note that the "very good" response rate was higher than "somewhat good". This indicated that some respondents thought the procedures for borrowing and returning collections at the Library of the Faculty of Animal Husbandry, Universitas Padjadjaran were efficient.

Ease of procedure for borrowing and returning references is one form of service that has an impact on user satisfaction. It is the main factor among the various activities applied in the library. The library, as a reference provider, has a function to lend references to users so that users can access the information they need. The procedure for borrowing and returning references was also efficient because it used the SLiMS system, which could record all activities in and out of references in the library. The work staff was assisted by the existence of SLiMS that allowed automation of recording entry and exit of references.

Even so, the increase in the speed of the procedure to borrow and return the

reference collection needed improvements because there were still respondents who responded "Poor". Efforts in the future would be needed to digitize the reference form so that borrowing and returning references could be performed much faster and more conveniently. Reference digitization allows users to access the required references from anywhere and anytime. It is made feasible by acquiring vast quantities of digital references so that the library can provide them to library users. This digital reference collection must be acquired in partnerships with journal publishers, periodicals, or books to receive digital reference versions issued by publishers.

Additionally, it might be necessary to determine the duration and procedure of borrowing references. A reference collection loan at the Faculty of Library of Animal Husbandry, Universitas Padjadjaran, is seven days. However, the loan duration may be extended with the librarian's approval. Users will be fined if the loan expires without legal demand for an extension. A loan period of more than seven days or a procedure to extend the loan period can be simplified without the need for direct validation (face-to-face) in the future. Procedures for validating loan extensions can be initiated online.

The survey results regarding staff performance at the Faculty of Animal Husbandry Library, Universitas Padjadjaran, are shown in Figure 2. Based on Figure 2, most respondents considered that the staff performance was at a good/ideal level (score: 100.4). The number of respondents in this survey was 132 users consisting of student library users, with each representing each class.

Response scores "not good" and "somewhat good" were the two lowest

categories, with scores of 0.2 and 8.4, respectively. It was interesting to note that the "very good" response rate was higher than "somewhat good". This showed that some respondents assessed the staff

performance at the Faculty of Animal Husbandry Library, Universitas Padjadjaran, as having good abilities and insight in terms of library management and service to users.

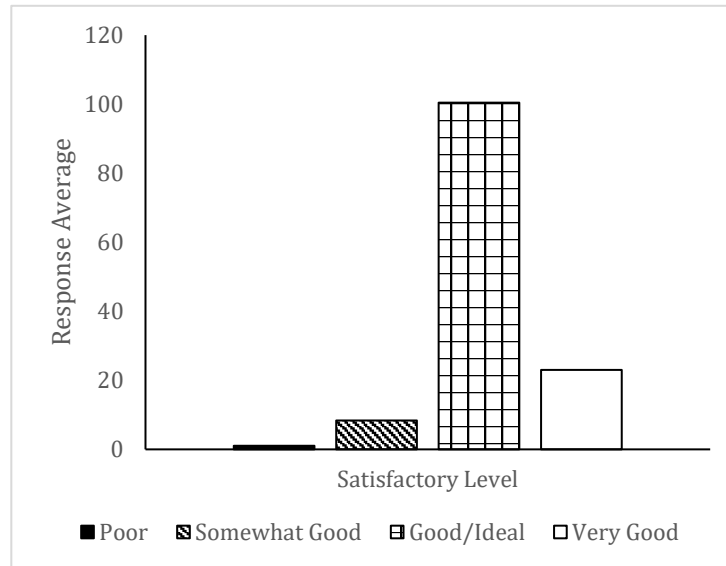


Figure 2. User satisfaction on staff performance at the Faculty of Animal Husbandry Library, Universitas Padjadjaran.

Source: Analysis results, 2019

In this study, staff performance comprised speed and accuracy when assisting users with loan and return references. The staff was educated to assist users with borrowing, returning, and fines procedures so that users were satisfied with the staff's performance. In addition, the performance of the staff involved staff dependence on controlling and monitoring entries and exits of the library reference collection using the SLiMS and OPAC library management application systems. In fact, since the SLiMS' automation, library personnel must continue monitoring to anticipate errors and other problems. The librarian's dependence was critical to addressing this potential problem.

In addition to staff performance, the staff's ability to manage user concerns and complaints was also considered. The positive score obtained for the staff performance in this study showed user satisfaction with staff responses and dependence on overcoming user complaints. The staff had a strong understanding of the nature of user complaints and procedures that could be performed to provide recovery for harmed users.

The survey results regarding the quality of reference information accessibility at the Faculty of Animal Husbandry Library, Universitas Padjadjaran, are shown in Figure 3.



Figure 3. User satisfaction with the quality of reference information accessibility in the Faculty of Animal Husbandry Library, Universitas Padjadjaran.

Source: Analysis results, 2019

Based on Figure 3, most respondents considered the quality of reference information access to be at a good/ideal level (score: 84). The respondents in this survey were 132 library user students, each representing each class. Reference information included matters relating to collection information, such as the title, writer, publisher, year of publication, ISBN/ISSN, DOI, and edition. Quality of Reference Information Access showed how easy it was for users to get this access from information systems at the Faculty of Animal Husbandry Library, Universitas Padjadjaran.

Responses with a "good/ideal" rating had an average score of 84, while "somewhat good" was higher than "very good", but the score only had a difference of 14.7. The assessment of several respondents on the quality of access to reference information in the Faculty of Animal Husbandry Library showed that the library already had complete data on existing reference collections and the available references needed by users. Reference information access in this study was based on using SLiMS and OPAC as reference information systems owned by libraries

(digital catalogs). The implementation of SLiMS and OPAC in the Faculty of Animal Husbandry library, Universitas Padjadjaran, influenced this study's high score on the library facilities variable. The library's catalog, including the digital version, is used to search collections based on specific criteria such as title, author, and subject to facilitate retrieval (Kangko, Kusuma, & Muljono, 2017). Especially regarding the digital catalog in OPAC, users can easily access the catalog using a computer with an internet connection. Data obtained from the OPAC are metadata and summaries/reviews of the library's reference collections.

Apart from using the OPAC, collection reference information, especially journals, can be accessed online from the publisher's website. Even so, many users still do not know this, which can reduce the accuracy of reference information. Therefore, the Faculty of Animal Husbandry Library, through its librarians, needed to disseminate various ways of accessing reference information to increase the efficiency of access to reference information. In addition to increased efficiency, cross-checking and comparison

testing could also occur between users and librarians for reference information accuracy. The survey results regarding

library facilities at the Faculty of Animal Husbandry Library, Universitas Padjadjaran, are shown in Figure 4.

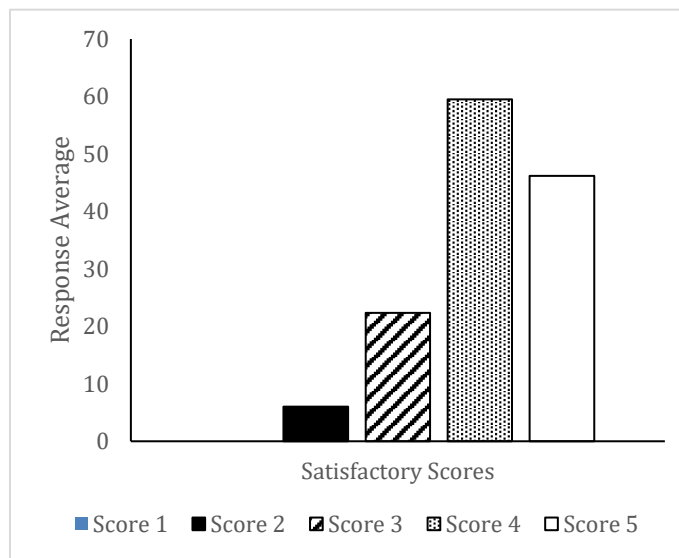


Figure 4. User satisfaction with facilities at the Library of the Faculty of Animal Husbandry, Universitas Padjadjaran.

Source: Analysis results, 2019

Scores 1-5 indicated respondents' perceptions of the library facility's quality. Score 1 was the lowest, while score 5 was the highest. This survey's respondents were 132 student library users, each representing each class. The facilities assessed included the quality of lighting, number of tables and chairs, cleanliness, access to electricity, internet connection, temperature, and ventilation in the Library of the Faculty of Animal Husbandry, Universitas Padjadjaran. Based on Figure 4, the responses that rate "good/ideal" had the highest average score of 59.5% of 132. However, this figure is lower than the facilities at the Faculty of Psychology Library at Gajah Mada University in 2017, which scored 136 out of 174 (Irianti, 2017).

Library facilities determine the users' ease in accessing reference collections that utilize the library. The ease of accessing reference collections will undoubtedly affect user satisfaction, as well as the

achievements and/or achievements of users in carrying out learning and research tasks. Therefore, quality library facilities must be ensured to serve these objectives.

Based on Figure 4, there were still four respondents out of 132 respondents who answered with a score of 2. This needed to be considered because these responses indicate that the facilities in the Faculty of Animal Husbandry library Universitas Padjadjaran were inconvenient to some users. Therefore, it was advisable to make repairs and upgrades to existing facilities, such as cleanliness, number of lighting, number of tables and chairs, or an adequate internet connection.

Moreover, related to an internet connection, security in internet access must be considered because everything currently connected to the Internet of Things (IoT) contains vulnerabilities (the issue is security in internet networks). Independent and skilled information

technology (IT) experts can assist libraries in developing internet connectivity that is not only reliable but also secure (Massis, 2016). Reports of massive hacking and constant warnings from information technology (IT) professionals about network vulnerabilities and their impact on organizations and individuals have caused internet privacy and security are everyone's mind these days. Therefore, the provider has to guarantee that trust factor service continues to be an essential link between providers and consumers. Libraries should be aware of the potential of IoT to disrupt services and alert users to potential vulnerabilities when using their network, hardware, and software (Massis, 2016).

Other facilities that could be enhanced include communication between the library and its users. On the library website, descriptive and clarifying information should be presented, and the site should be regularly updated with the most recent information. A series of interactive seminars given by experienced IT security experts and available to the public will facilitate the possibility of an extensive and continuous exchange of communications. In strategic locations throughout the library, notices may be displayed inviting visitors to ask questions and participate in discussions.

Every public computer must be regularly updated to avoid becoming obsolete and, therefore, forgotten. Information boards or warnings that are too familiar are frequently too easy to ignore. Available throughout the library, printed handouts should also be updated frequently. Additionally, libraries can use their social network presence on various social networking platforms to contact the public and respond to their inquiries. All

of these proposals, despite their clarity, require a complete and planned approach so that visitors can avoid difficulties and have a common understanding that their safety and that of the library are of paramount importance (Massis, 2016).

To enhance the service quality at the Faculty of Animal Husbandry Library, Universitas Padjadjaran, training was conducted on introducing access to physical and digital resources. Several students from the Student Executive Board (BEM) of the Faculty of Animal Husbandry, Universitas Padjadjaran, participated in this workshop on Thursday, November 7, 2019, in the Amphitheater Building 3, Third Floor, Faculty of Animal Husbandry. The speakers for this training session were Nono Hermansyah, S.Sos. and Slamet Riyanto, SI Pust., each of whom discussed the implementation of various library services and access methods at the Library of the Faculty of Animal Husbandry, Universitas Padjadjaran. Approximately 100 undergraduate and postgraduate students from the Faculty of Animal Husbandry, Universitas Padjadjaran, attended the event. After the training event was over, a satisfaction survey was administered. According to the study results, activities like this were very beneficial for students, and students wanted similar events to be held in the future.

CONCLUSION

This study has assessed the satisfaction with reference services at the Faculty of Animal Husbandry Library, Universitas Padjadjaran, focusing on the ease of collection borrowing and returning procedures, staff performance, reference information availability, and library

amenities. Based on the survey results, users of the Faculty of Animal Husbandry Library at Universitas Padjadjaran are pleased with the reference service. However, to increase the quality of reference services, librarians should transform the paradigm from "library-centric" to "user-centric," which promotes user participation in providing services. In addition, the training program on access to library collections has been successfully executed and is regarded as quite beneficial by responders; therefore, it is expected to be repeated periodically. After implementing the paradigm shift from "library-centric" to "user-centric," further research should be conducted to quantify the impact of the paradigm shift on library user satisfaction. Periodically, paradigm shift measurements should be conducted to maintain control over whether the library has met user expectations.

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