



## RESEARCH ARTICLE

### ROLE OF TOTAL QUALITY MANAGEMENT (TQM) IN LIBRARY

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#### ABSTRACT

This paper is to contribute a clear understanding of the concept of TQM and also helpful to the library to achieve the success in terms of quality. The main aim of this paper is to look at TQM meaning, history, concept, benefits, principles, quality improvement tools and techniques. TQM success factors, why library adopt TQM, why TQM fails, difference between traditional organization and total quality management organization, quality standards, and library improvement services.

#### INTRODUCTION

As a response of challenge of quality, India's University Grants Commission (UGC) has set up NAAC (National Accreditations and Assessment Council). NAAC conducts audits and inspection on the quality of services provided by educational institutions, including library services. Grants are linked to the outcomes of these assessments. In light of this, libraries must develop systems, philosophies and strategies of managing quality. A library has customer oriented organization and it has always been committed to provide a high quality of products and services to its customers. In the past, consulting more resources, buying more books, and moving to large premises are considered as improving quality in library. But that approach is not valid today. The implementation of TQM in the library is a useful way to evaluate the quality of library services and provide goals for improvement. One especially beneficial aspect of TQM is its emphasis on continuous improvement.

#### What is Total Quality Management

Total quality management (TQM) is a management system for a customer focused organization the involves all employees in continual improvement of all aspects of the organization. TQM is user oriented, team work based process for continuous quality improvement. It is also an integrative system that uses strategy, data and effective communication to integrate the quality principles into the culture and activities of the organization. The principles of TQM as meeting the customer needs, exact assessment, continuous improvement, teamwork and enthusiasm of the leaders are typical for library services.

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#### Understanding the Concept

To analyze and examine the concept of TQM to library and information services, it is essential in the first place to understand the various related concepts.

**Total-** Everyone in the organization is involved in creating and maintaining the quality of the services and products offered.

**Quality-** Quality is customer satisfaction through product or by service. The customer in the academic library is the user/ reader/ student. Here the customer is not an outsider, but part of the academic community.

**Management-** In managing the system, the emphasis lies on continuously improving the system in order to achieve the best results. TQM is management philosophy embracing all activities through which the needs of the customer and the community and the objectives of the organization, are satisfied in the most efficient and cost effective way by maximizing the potential of all employees in a continuing drive for improvement.

#### Managing Quality in an Academic Library

In a service organization like an academic library, customer satisfaction means fulfilling expectations. Librarians must find out what readers want and concentrate upon providing it.

Designing an appropriate service means asking

- Who are the customers?
- What do they want?
- What can the organization provide?

## Why Libraries should adopt TQM?

Most of the libraries are non profit organizations and vast amounts of information stored in different formats like printed, electronic, audio, video etc. it requires use of the most modern management techniques. Also the most important stakeholders in the library are users, staff and other libraries. These stakeholders are interested, for various reasons, in the introduction of TQM.

The introduction of TQM makes great demands on the staff. The following factors in particular need to be taken into account:

- TQM involves a process of change and therefore requires staff that are ready to accept the constructive change.
- TQM requires a basic reorientation from the media stock towards customers and markets. For TQM a result oriented approach is of vital importance.
- A strongly hierarchical organization with fragmented responsibilities is not well suited to the introduction of TQM since all staff needs a feel of responsibility for influencing quality.
- The effort necessary for implementing TQM is at the same time rewarding for both staff and the institution.

In this concept, library should adopt TQM for giving information services is essential to better adequate the quality proposals.

## Benefits of TQM

Employees feel better about themselves and their efforts on the job, and they take greater pride in their work.

- Administrators often feel less isolated, misunderstood and burdened.
- Productivity goes up, as work processes are improved continuously.
- Provides better service to its primary users.
- Increased viability and profitability.

## Why TQM fails?

- Paying inadequate attention to internal and external customers.
- Inability to change organization culture.
- Lack of continuous training and education.
- Improper planning.
- Insufficient resources.
- Lack of willingness on the part of library staff to incorporate the concept of TQM in their working style and services offered.

**Traditional and TQM Organization:** A total quality management organization is not the same as a traditional organization. The following points give the actual differences between traditional organization and TQM organization.

## Traditional Organization

- Company driven
- Short term orientation
- Opining driven

- Tolerance of wastes
- Fire fighting
- Inspection
- Fortressed departments
- Top down hierarchy
- Blame
- Isolation
- Management

## TQM Organization

- Customers driven
- Long term orientation
- Data driven
- Elimination of waste
- Continuous improvement
- Prevention
- Cross function teams
- High employee participation
- Problem solving
- Systems thinking
- Leadership

**Structure of TQM:** On the basis of Deming principles, structure for TQM focused on following points in library or any organization.

**Be Customer Focused:** This principle focuses on understanding and meeting the customer needs. For quality improvement, remember that only customers determine the level of quality, whatever you do to foster quality improvement, training employees and integrating quality into processes management.

**Ensure Total Employee Involvement:** This can be done after you remove fear from work place, then empower employees and provide the better environment.

**Process centered:** Fundamental part of TQM is to focus on process thinking.

**Integrated System:** All employees must know library mission and vision and monitor the process. An integrated business system may be modeled by ISO 9000 or ISO 9001 and some other systems for measuring the quality management.

**Strategic and Systematic Approach:** Strategic plan must integrate quality as core component. Continual Improvement: Using analytical and creative thinking in finding ways to become more effective. Fact Based Decision Making: Decision making must be only on data, not personal thinking or situational.

**Communication:** Communication strategy, method and timeliness must be well defined.

## Improved Services with TQM

Following are some ways a library might use the principles of TQM to enhance library services:

- Create service brochure and information kits.
- Conduct a user survey about library services.
- Change hours of operation.

- Provide a more convenient material return.
- Simplify checkout of materials.
- Use flexibility in staff assignments
- Ask vendors to give product demonstrations.
- Give new staff a thorough orientation.
- Create interdepartmental library advisory groups.
- Improve the physical layout of the library.
- Develop an active outreach programme.
- Publicize new or changed services.
- Develop user and staff training materials.
- Target services to specific groups
- Offer electronic document delivery.

### TQM LIS Sector

The practice of TQM in library and information science sector existed since the evolution of the subject itself, but the terminology used for these varied widely. Performance indicators; performance evaluations; evaluation of reference sources using check list of criteria ; evaluation of information retrieval systems using Precision and recall ratios; cost benefit and cost effectiveness studies ; user surveys electing opinions on library services. All these studies make part of Quality Studies using different mechanisms of assessment and methodologies. Quality assurance studies were mostly restricted to special libraries and academic libraries. Although quality assurance studies based on ISO 9000 and other accreditation schemes were conducted in libraries in UK, USA and Canada such studies are rarely reported in Indian libraries and information systems. The quality assurance initiative in LIS has primarily came from the parent organization to which it provides services. However in the later years, the quality assurance system has become an essential feature of LIS management.

**Framework of the Quality:** The quality framework should emphasize on the following points:

### Resources

1. Financial resources for library
2. Document and Information Resources for Library
  - Availability
  - Accessibility
  - Preservation
3. Technological resources for library
  - Costs and benefit
4. Infrastructural resources for library
  - Building
  - Furniture and fitting

### User Satisfaction

Although user satisfaction cannot always be equaled to the success or failure of the system, but often it is an important source for pointing out the loopholes in the system and its services. Feedback from learners and faculty is essential for continuous improvement in quality of information services. Assessment of LIS services in the framework suggested above will help the LIS professionals to improve and implement quality information services.

### Conclusions

The realities of the current library situation indicate that quality improvement is essential not only for survival but for facing major changes and growth required for the libraries of today and tomorrow. Libraries are apt places to implement TQM. Libraries are service organization dedicated to their users. Important aspects of TQM include customer driven quality, top management leadership and commitment, continuous improvement, fast response, actions based on facts, employee participation and a TQM culture.

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