



TOTAL QUALITY MANAGEMENT: AN OVERVIEW

Dilip S. Ganthale

Shri Lemdeo Patil Mahavidyalaya Mandhal
Tah-Kuhi , Distt-Nagpur

[Email-dilipganthale@yahoo.com.in](mailto:dilipganthale@yahoo.com.in)

ABSTRACT :

The concept of total quality management originated in the Japan and later into the USA and other countries industries. This paper presents the various aspects of TQM and co-relates the importance of it in the library and information sector. Today the library and information sector have become totally users oriented, so the concept of customer satisfaction also applies here and the basic foundation of total quality management also associated with this concept, therefore application of all the techniques of TQM is essential in libraries to fulfill the users needs in appropriate manner.

Keywords :- Total quality management ,Library management, Customer service quality and Customer Satisfaction

INTRODUCTION :

Total Quality Management: What is it? The management choice of the nineties is more than program, it is a commitment to a new way of life, personally, professionally, and as a world citizen, without commitment , it become another management fad and a waste time and money. Total Quality Management (TQM) is the optimization and integration of all the functions and processes of business in order to provide for excited customers through a process continuous improvement. The 1990's is the decade of Globalization. In order for companies to competitive in this environment they have seen the imperative need for quality. However through the decades leading to the 90's there have been many "gurus" who have explicitly underlined the need for the Total Quality Management systems in the companies, but due to the many factors these ideas have either gone unheeded, or been buzz word for a short time. It is possible that Total Quality Management (TQM), is once again a buzz word and a marketing tool, but nevertheless it is a tool that is being





extensively used in the 90's to help companies gain maintain a competitive edge over their rivals.

DEFINITION :

There are many interpretations and definitions of TQM put simply, TQM is the mutual co-operation of everyone of an organization and associated business processes to produce value- for- money products and services which meet and hopefully exceed the needs and expectations of customers. TQM is both a philosophy and set of guiding principles for managing an organization to the benefit of all stakeholders.

PRINCIPLES :

Total Quality Management principles are defined in BS EN ISO9000 (2000) as:

- Users focus:- Organization depend on their users and therefore should understand current and future users needs, meet customers requirements and strive to exceed expectations.
- Leadership:- Leaders establish unity of purpose the direction of the organization they should create and maintain the internal environment in which people can become fully involved in achieving the organization objectives.
- Involvement of people:- People at all levels are the essence of an organization and their full involvement enables their abilities to be used for organization benefit.
- Process approach:- A desired result is achieved more efficiently when activities and related resources are managed as a process.





- System approach to management :- Identifying, understanding and managing interrelated process as a system contribute to the organization 's effectiveness and efficiency in achieving its objectives.
- Continual improvement:- Continual improvement of the organization 's overall performance should be a permanent objective of the organization.
- Factual approach to decision making:- Effective decision are based on the analysis of data and information.
- Mutually beneficial relationship:- An organization and its users are interdependent and mutually beneficial relationship enhances the ability of both to create value.

System

- Identification and conformation of the specific quality work and team work including the responsibility, authority, accountability and relationship for quality of each of the key individuals and groups in the library.
- Identification and conformation of these same areas for quality control function itself so that it may help the library achieve its quality objects.
- Leadership of the library itself in the establishment and ongoing maintenance of the quality library system.

Tools

- Quality Improvements Teams:- These are small groups of employees who work on solving specific





problems related to quality and productivity, often with stated targets for improvement.

- Benchmarking :- This is processes of identifying the best practices and approach by comparing services in the specific areas within ones' organization to other organization.
- Statistical process control:- This is a statistical technique that uses periodic random samples taken during actual service to determine whether acceptable quality levels are being met or whether service should be stopped in order to take remedial action.
- Commitment :- Everyone in the organization must make a commit to providing quality service. It is essential for successful TQM.
- Training:- Training have an important influence on the people development in any system. Therefore, continuously training must be provided to library staff . Further, job rotation also helps to develop a broad base technical skills.

Barrier

Miller and Stearns listed the following barriers

- The View that this is just another management fad of the day.
- Management 's fear of the loss control.
- Employee reluctance to recommended changes because of fear of management.
- The business and industrial background of TQM might not lend itself to the non-profit sector, including libraries.





- TQM requires a long- term investment of time over several years as processes are analyzed and an organization's culture is changed- this can cause resistance.
- Other difficulties in these days of increasing financial and other pressure.

CONCLUSION :

This paper has discussed the implementations of TQM and its application to organization. TQM implementation requires patience and tolerance as it is a time consuming process and not so easy, therefore, its implementation is not a guarantee of the high quality but it is step in the right direction. TQM implements a philosophy of strong leadership, increased communication among departments, and education of all employees. TQM will definitely helpful for improving library processes in the way to understanding the library system, aligning the work of staff, saving time and money and increasing users satisfaction.

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