



TOTAL QUALITY MANAGEMENT IN ACADEMIC LIBRARIES

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ABSTRACT:

Library Science profession today is at a crossroad of diversified factors involving management of several different tasks. TQM is the easy technique to meet the needs of users and bridge the gap. Total Quality Management provides the tools and the direction to improve quality. The value added service and only be relieved by implementation and believing total quality for the system the library executives have to understand the concept is TQM. The paper is highlights the concept of quality, what is TQM, principles of TQM and best practices for better management of libraries with quality awareness, offer suggestions for the implementation of TQM of academic libraries.

Keywords: TQM, Academic libraries, Quality Management.

INTRODUCTION:

TQM is a modern operational philosophy and universally applicable approach to any service sector and it is vital to survival of most libraries today. Although TQM a new concept in management but it is equally beneficial to each and every organization including service organization like libraries. Since after a growing awareness of the relevance of quality management methods to provides pin-pointed, exhaustive and efficient information to the users. All the people involved are expected to contribute to the overall improvement of quality.

Definition:

Quality: Quality is a measure of achievement of an organization in terms of customer satisfaction

Management: Management as the process of designing and maintaining an environment in which individuals, grow in group and accomplish efficiently selected aims.





Total Quality Management: A management approach of an organization centered on quality based on participation of all its members and aiming at long term benefits to all members of the organization and society.

Quality

Quality is primarily concerned with meeting the wants and needs of customers. One of the key and enduring definitions is that, 'quality is fitness for purpose'. Quality can be described as doing the right thing, in the right way on right time as well as doing it right the first time and doing it right every time. In the context of the Library, it can be described as:

- Q - Quest for excellence of knowledge
- U - Understanding the user's need
- A - Actions to achieve user's demand
- L - Leadership quality for Librarian
- I - Involving all staff
- T - Team spirit in achieving common goals
- Y - Yardstick to measure progress

TQM Concept:

Zalinawathi reported that TQM is the process through excellence in performance could be achieved. TQM is defined as both a philosophy and a set of guiding principles that represent the foundations of a continuously improving organization. It is the application of qualitative methods and human resources to improve all the processes within an organization and exceed customer needs now and in the future. According to this author, TQM incorporates all fundamental management techniques, existing improvements, and technical tools under a disciplined approach. Churchill & Paul during 1980's brought about a business process of continuous improvement to satisfy customers needs. On due implementation of TQM, the promises of the organization could be successfully be attained in by integrating customer satisfaction and





operational aspects of the business. Handy stated Total Quality Management as 'the world keeps changing. It is one of the paradoxes of success that the things and ways that get you where you are, are seldom the things that keep you there'. He also opined that organization while successfully implement TQM initiatives often focus on continuous improvement determining the related critical success factors as the basis. During the implementation process of TQM, it is essential to have a strong support from all levels of management. This will lead not only to the smoothest implementation but also help organization to successfully attain what they expected to achieve during their operations. If there are pitfalls while implementing TQM or when it is not fully received the support of the top management, then all the efforts taken in this regard would become unfruitful results to the organization. This was identified as the common cause for the failure of TQM programmes by, Schein. It is the essential responsibility of senior management teams to extend their high level support to TQM initiatives. Once when this happens, it would raise level of confidence among the employees so that the efforts in implementing TQM initiative would fetch the desired results at ease. In every TQM programmes, there are two primary aspects such as: employee empowerment and the other are being employees' involvement in the process. This was rightly pointed out by, Torrington & Hall "stating that "difficulties experienced in adopting TQM have mainly focused on users issues".

Objective:

- The use of library material periodically with a view to improve library service and to apply modern techniques and methods for dissemination of information and information retrieval.
- To provide information about recent advancement in various field to develop the cares of student for job opportunities and self development.





- To provide awareness library facilities by providing current awareness services to faculty members and persuading student from potential to actual users for effective use of library resources.

Principles:

According to Galyani Moghaddam TQM is the application of a number of activities with perfect synergy. The following are the most important elements of any Total Quality Management Programme:

- Top Management Leadership and Commitment.
- Fast Response.
- Actions Based On Facts.
- Library Orientation
- Implementation of inter library loan facilities
- Motivations
- A TQM Culture.

Top Management Leadership Commitment:

Stark Associates explains that TQM is a way of life for an organization. It has to be introduced and led by top management. Attempts to implement TQM often fail because top management does not lead and get committed - instead it delegates and pays lip service. Commitment and personal involvement are required from top management in creating and deploying clear quality company, and in creating and deploying well-defined systems, methods and values and goals consistent with the objectives of the performance measures for achieving those goals. These systems and methods guide all quality activities and encourage participation by all employees. The development and use of performance indicators is linked, directly or indirectly, to customer requirements and satisfaction, and to management and employee remuneration.





Fast Response:

Stark describes that fast response as the one that help organization to achieve customer satisfaction, by properly responding rapidly to the changing customer needs. It means that shorter product and service introduction cycles. These can be achieved with customer-driven and process-oriented product development because the resulting simplicity and efficiency greatly reduce the time involved. Simplicity is gained through concurrent product and process development. Efficiencies are realized from the elimination of non-value-adding effort such as re-design. The result is a dramatic improvement in the elapsed time from product concept to first shipment.

Actions Based on Facts:

Fact-based decision making or actions is the one that organization practice in order to know how well an organization is performing, data on performance measures is necessary. TQM requires that an organization continually collect and analyze data in order to improve decision making accuracy, achieve consensus, and allow prediction based on past history.

Library Orientation:

- Many potential library patrons do not know how to use a library effectively.
- This can be due to the lack of early exposure, shyness, or anxiety and fear of displaying ignorance.
- These problems led to the emergence of the library instruction movement, which advocated library user education.
- Libraries inform the public of what materials are available in their collections and how to access that information. The reference staff may orient the user either in formal way or informally into the library system.





Implementation of inter library loan facilities:

- The principle of TQM helps the librarian in smooth acquisition procedure and to develop the technology for easy information retrieval.
- The TQM always teaches the importance of training.
- The role of librarian has to provide the user based library services for this purpose a variety of skills are to be gained like technological skills, personality development, communication skills positive attitude, gaining knowledge and adopting new skills and it can only be achieved by having training, attending various workshops, conferences organized for library professionals.

Motivation:

The librarian to motivate his team by using TQM technique. The librarian to develop the best practices in the profession like providing exact information needed by the user, guide them in locating the desired information, make the library management user friendly, easy access to the information resources, weeding of the documents, application of the new technologies For providing better services, approach the users rather users to wait to go to library and finally ability to accept the challenges and marketing the services. Today, technologies have changed our social and economic life. TQM is a easy technique to meet the needs of users and bridge the gap.

Employee Participation:

All employees participate in working toward common goals. Total employee commitment can only be obtained after fear has been driven from the workplace, when empowerment has occurred, and management has provided the proper environment. High performance work systems integrate continuous improvement efforts with normal business operations. Self-managed work teams are one form of empowerment.





Benefits of TQM in Libraries:

Miller & Stearns if implemented carefully, quality management principles yield positive benefits to the libraries such as:

- Incremental changes lead to continuous improvement quick solutions may yield only partial results.
- Forces library managers develop leadership skills interested of replaying on power within position to obtain results.
- Increase staff participation in decision-making, thus increasing the feeling of ownership of decisions and directions once charted.
- Improves the level of training given to staff, thus increasing skills.
- Helps break down barriers between library departments and improve communication within the organization.

Steps in TQM:

It is one of the simplest methods of describing the complete operation of TQM step by step.

- Total Quality Management
- Maintain Satisfaction
- Implementation
- Ensure Action
- Explore Possibilities
- Develop Desire
- Create Interest
- Attract Attention
- Co-ordination
- Organization
- Planning





CONCLUSION:

The paper concludes with an idea after perusing various literatures stating that Total Quality Management is a way where in it could any management for improving its effectiveness, efficiency, flexibility and competitiveness among the libraries as a whole by making each and every employee to get involved with an intention to improve the performance of the organization in all spheres. Quality is a very important tool for application of TQM in the academic libraries, which can be measured, managed and improved by measuring users satisfaction and behavior towards services offered by the library. The success of TQM is very from library to library as each library is different from the others. It is a process which focuses on understanding users needs and improving users services and satisfaction. This eventually keeps the users feel happy and highly satisfied with the services offered by the organization. Libraries can also excel in its performance by maintaining the Quality standards and conformities as prescribed in TQM Principles employing necessary tools and techniques, libraries were able to establish a culture of continuous improvement and started to offer quality product and services.

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