



TOTAL QUALITY MANAGEMENT: AN OVERVIEW

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ABSTRACT:

Today technologies have changed our social and economic life. Total quality management (TQM) is an approach that organizations use to improve their internal processes and increase customer satisfaction. TQM takes into account all quality measures taken at all levels and involving all library. Total Quality Management (TQM) in Education is a timely tool, which must be clearly understood, adopted and implemented as soon as possible. The book under review discusses various concepts, issues, processes, models and implementation strategies for TQM in educational settings. The book has consulted heavily the research conducted in the field by various researchers and scholars and thus gives an authentic touch to the quality movement in the schools. TQM principles could be linking the vision to institutional goals with accountability; training institutional leaders to create quality culture before assuming charge; choosing appropriate leadership tiers trained for supporting quality culture; deploying e-governance systems to promote transparency; making decision based on facts and delegating decision making powers; team building; and preparing and creating a culture of receptivity for change. The most important condition of effective library services is to support continuous enriching dialog between the library and society by agreeing upon quality targets, which relate to the maintenance or improvement of quality standards.

KEYWORDS: Technology, organization, education, quality, Total quality management.

INTRODUCTION:

A library operates routinely with a known set of customers. A library also operates on trust. When a client walks into the library, he trusts that he will get the material or information that he needs. The library, in turn, trusts that the client will return the items within the specified borrowing period. The specific structure of a library with its strict requirements as to efficiency demands a focus on the quality of value-adding processes. If a library is to be managed according to quality criteria, quality needs to be defined and made measurable. The indicators found must be captured





in a measuring system for the sectors "cost and performance", "customer satisfaction", and "staff satisfaction" that facilitates quality controlling and provides staff with controlling parameters for everyday work. The most important condition of effective library services is to support continuous enriching dialog between the library and society by agreeing upon quality targets, which relate to the maintenance or improvement of quality standards. The library staff carries the responsibility for the results of their work and for reaching the agreed targets. A library operates routinely with a known set of customers. A library also operates on trust. When a client walks into the library, he trusts that he will get the material or information that he needs. The library, in turn, trusts that the client will return the items within the specified borrowing period. The specific structure of a library with its strict requirements as to efficiency demands a focus on the quality of value-adding processes. If a library is to be managed according to quality criteria, quality needs to be defined and made measurable. The indicators found must be captured in a measuring system for the sectors "cost and performance", "customer satisfaction", and "staff satisfaction" that facilitates quality controlling and provides staff with controlling parameters for everyday work.

DEFINITION OF TQM:

The continuous process of reducing or eliminating errors in manufacturing, streaming, supply chain management, improving the customer experience and ensuring that employees are up-to-speed with their training. Total quality management aims to hold all parties involved in the production process as accountable for the overall quality of the final product or service.

BASIC TOOLS OF QUALITY MANAGEMENT

Management tools that can be used for measuring and documenting quality of the products, processes and services.

- Control charts





- Pareto chart
- Cause and effect diagram
- Run charts
- Histogram
- Scattered diagram
- Flow charts

It is being attentive to today's customer demands, right now, as well as preparing for tomorrow's customer's needs. It is giving personal service and efficient back room preparation. It is managing this moment's transaction and the whole experience for the customer. It is providing value and maintaining a distinction. To achieve all of this dynamically, the quality leader needs data and mechanisms to provide it.

PRINCIPLES OF TOTAL QUALITY MANAGEMENT (TQM):

1. Leadership: Effective leadership is the foundation for TQM. Top management should provide the leadership for quality awakening in the organization. They should evolve effective plans and provide leadership in achieving the objectives.



2. Focus on the customer: TQM is customer-centric, and in a TQM environment, there are two categories of customers: internal and external customers. Customer focus involves internal customers such as employees who share their responsibilities for a common goal of their organization. The external customers are the consumers of the products and services offered by the organization.





3. Customer satisfaction: The customer has to decide what the standards should be and not the supplier/producer. If the organization decides the standards, the product may not satisfy the customer's requirements. The philosophy behind this is that quality is not determined or defined by the organization producing the product or service. Rather, quality is defined, or is as determined by the customer. Therefore quality is the customer driven.

4. Teamwork: Teamwork is important for successful implementation of TQM. Every employee is responsible for what he is doing and also responsive to what is going on in the whole organization. This requires a continuous training of human resources in order to keep them up to the changing demands of both internal and external customers.

5. Performance measurement: Performance measurement needs to be based upon timely measures and feedback on performance through superior quality information systems. Every organization has to define what the criterion for success in their operations is and how to measure it.

6. Continuous improvement: Continuous improvement of all activities is at the heart of TQM. Once it is recognized that customer satisfaction can only be obtained by providing a high-quality product, continuous improvement of the quality of the product is seen as the only way to maintain a high level of customer satisfaction.

7. Attitude towards quality: Every employee should develop an attitude to improve the quality of the organization. Attitude towards quality implies understanding and support for quality management among top and middle managers and other key staff leading to the decision to implement TQM.

8. Employee involvement: A successful TQM environment requires a committed and well-trained employee that participates fully in quality improvement activities. To achieve this, the organization needs a TQM





culture which encourages this behaviour. Everyone must understand that they contribute equally and can only succeed through cooperation and support.

9. Continuing education and training: Employees are an organization's most important asset, and they should therefore be given the right tools, assistance, training and support to work. Their training should enable them to gain awareness of the principles, concepts and techniques of TQM. It should also enable them to identify and solve problems that cause customer dis-satisfaction. Continuing education and training of all employees supports the drive for quality.

10. Long term thinking: Long-term thinking requires patience in implementing TQM because it is a cultural transformation, something that certainly does not occur overnight. The process involves realizing that achieving excellence is not a one-time intervention, but the beginning of a journey that will last forever, because excellence is the journey rather than the destination.

TOTAL QUALITY MANAGEMENT IN LIBRARY:

Total Quality Management (TQM) is a concept created by W. Edwards Deming. It was originally introduced in Japan after World War II to assist the Japanese in re-building their economy. The main focus of TQM was and is continuous quality improvement in the areas of product or service, employer-employee relations, and consumer-business relations using the following 14 Points:

1. "Create constancy of purpose for improvement of product and service;
2. "Adopt the new philosophy;
3. "Cease dependence on mass inspection to achieve quality;
4. "End the practice of awarding business on the basis of a price tag-- instead, minimize total cost;





5. "Improve constantly and forever the system of production and service;
6. "Institute training for all employees;
7. "Adopt and institute leadership;
8. "Drive out fear;
9. "Break down barriers between staff areas;
10. "Eliminate slogans, exhortations, and targets for the work force;
11. "Eliminate numerical quotas for the work force and eliminate numerical goals for people in management;
12. "Remove barriers that rob people of pride in their work;
13. "Encourage education and self-improvement for everyone;
14. "Take action to accomplish the transformation" (Mackey and Mackey, 1992, 58-61).

HOW LIBRARIES HAVE IMPROVED SERVICES WITH TQM:

Many libraries have implemented TQM successfully. Harvard College Library created a task force which rewrote the library's vision statement, and considered changes that would have to be made in order to develop a new organization culture--one that "highlights the changing nature of staff roles and responsibilities in an era of pervasive change" (Clack, 1993). With the help of consultants, Harvard learned about TQM, and found that its principles of service excellence, teamwork, ongoing training and skill building, process/systems focus, continuous improvement, and cooperation across boundaries could help them make the changes they needed. The Oregon State University Libraries also decided to test TQM. Two small teams, the Shelving Team from the stack maintenance unit, and the Documents Team from the government publications unit worked with outside facilitators. Each team surveyed users and staff and found that some issues, perceived as critical by staff,





were not perceived as critical by customers and therefore needed rethinking in terms of TQM.

WHY LIBRARIES SHOULD ADAPT TQM:

Libraries are among the most ancient social and cultural institutions in existence. Ancient libraries as well as modern ones have one thing in common: all of them have a body of information recorded on some type of medium and that information could be retrieved when needed. The accessibility of information requires good organizational ability from those who are in charge. The basic concern is to create a structure of the organization where desired information is retrieved and made accessible efficiently and in a timely manner to the users. Creation and maintenance of such a structure requires an effective management process that facilitates work toward that goal. Over many centuries libraries have adopted many different management principles from business, industry, religion, and government. A library is a business that must be operated efficiently and well. A major difference is that most libraries are non-profit organizations. Management of vast amounts of information stored in different formats - printed, electronic, audio, video - requires use of the most modern management techniques.

CONCEPT OF MARKETING LIBRARY SERVICES:

The history of marketing library services began long before the concept was born. Samuel Sweet Green in his often quoted speech at the ALA Conference in 1876 advocated "improved personal relations between librarians and readers." It could be said that today's marketing of library services has its roots in parts of the USA and Northern Europe, in countries with few illiterates and more money, libraries, and library schools than the rest of the world. This certainly does not mean that the idea of libraries reaching out to "the common man" has not occupied librarians in other parts of the world. For instance, there is the example of the "library movement" in India at the beginning of the 20th century.





BASIC STEPS FOR MARKETING LIBRARY AND INFORMATION SERVICES:

Libraries and information centers of all types and sizes are faced with the need to market. Librarians and information professionals must learn to effectively market and advertise their services.

1. **Competition for customers** - Libraries are part of a highly competitive service industry. Competition comes from mega-bookstores, online book dealers, consultants, the Internet, and individuals who feel they can go it alone. Libraries are no longer the only information show in town. Free web access to information is here to stay and non-library and fee access information providers won't hesitate to market to library customers.
2. **Competition for resources** - Libraries of all types have to compete with other organizations or departments for funds. Public libraries have to vie for public monies that provide for their existence. Special libraries find their funding is frequently targeted during parent organization budget cuts. Marketing library services benefits the bottom line.
3. **Maintain your relevance** - Libraries need to market themselves to remain connected with their communities and have some bearing on real-world issues and present-day events.
4. **Stop being taken for granted** - Libraries need to convey what is unique about the access and services they provide. Both customers and librarians cannot assume that libraries will always be available.
5. **Promote an updated image** - Librarians are not perceived as well-trained, technologically savvy information experts. Most customers do not see the demanding information management responsibilities of a librarian.





6. **Visibility** - Librarians are not on the radar screens of many people who think of themselves as information literate. People who are in positions to employ librarians are not reading much in their professional literature about a librarian's value.
7. **Valuable community resource** - Libraries are and should be viewed as essential and valuable community resources. People need to be made aware of the services and products that are provided and their comparative value. Librarians should be the resource that the local power structure goes to for information.
8. **Rising expectations** - Library users expect recognition, attention, and appreciation for their individual information needs. Customers also have ever-changing needs and wants, which makes the library market as dynamic as retail markets. Marketing helps to create an environment in libraries that fosters customer consciousness among employees.
9. **Survival** - Libraries depend on the support of others for their existence. A library must communicate and work with its customers and governing/funding entities to provide information about what the library is doing and to enable the library to learn about the community it serves.
10. **Beneficial to library image** - Effective marketing can among other things: increase library funds, increase usage of services, educate customers and non-customers, change perceptions, and enhance the clout and reputation of the library and its staff.

DIFFICULTIES TO MARKETING LIBRARY AND INFORMATION SERVICES:

1. **Old models** - Many librarians work on the old model of existence by mandate.
 - Students should use library databases to locate quality information for their papers.





- Faculty should send their students to librarians for assistance.
 - Children should be brought to the library to learn about books.
 - Middle managers should tap into the corporate library for information.
2. **Humility** - Too often librarians wait for others to notice that they are doing a good job. Librarians may be reluctant to capitalize on their strengths and knowledge, while the general public often does not see the value that information professionals could bring to sophisticated information challenges.
 3. **Myth** - There is a belief that libraries do not need to be promoted in any special way because their importance to society should be apparent to all.
 4. **Old expectations** - Librarians and libraries are limited by their traditional image; that libraries offer books for lending and provide programming for children, but do not contribute to more sophisticated information needs.
 5. **Lack of training and education** - Often librarians do not promote library services well due to lack of training and knowledge of marketing tools and techniques. Although marketing is more widely discussed and accepted professionally than in the past, this acceptance hasn't necessarily resulted in more marketing classes in library schools' curricula. Despite the growing literature on library marketing, there remains a lack of familiarity with the total marketing concept among librarians.
 6. **Confusion** - There is confusion about what the term marketing means. Much of this has to do with the interchangeability of terms such as 'promotion', 'public relations', 'publicity', and





'marketing'. There is also confusion about marketing libraries; the perception is that marketing is a business tool and not applicable to library settings.

7. **Fear** - Librarians are often reluctant to borrow from the private sector. They have a fear of commercial publicity and see marketing as manipulative, a waste of time and resources, and unprofessional.
8. **Passive vs. active stance** - Rather than selling the library on its value and letting people know what the Library and Information Center offers, librarians often wait for customers to come to them. Rather than pushing out responses to anticipated information needs to customers, librarians wait for customers to stop by the facility or stumble across the library web site.
9. **Complex and complicated task** - Marketing is a complicated problem for libraries because of their wide range of products and services from books to Internet access, and an extremely diverse audience that ranges from children to seniors, public officials to business people, and students to faculty, etc.
10. **Money and attitude** - Lack of funds is often used as a reason or excuse not to market. However, marketing library services is not simply a matter of spending dollars on promotion and advertising. Marketing is also a matter of improving the customer's experience of library services. The attitude of the library director and the staff as they interact with customers is what shapes customers' experiences and 'markets' the library to those customers.

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medium and that information could be retrieved when needed. The accessibility of information requires good organizational ability from those who are in charge. The basic concern is to create a structure of the organization where desired information is retrieved and made accessible efficiently and in a timely manner to the users.

1. TQM involves a process of change and therefore requires of staff that they be ready to play a constructive role in that process.
2. TQM requires a basic reorientation from the media stock towards customers and markets. For TQM a result-oriented approach, not the input of resources, is of vital importance.
3. A strongly hierarchical organization with fragmented responsibilities is not well suited to the introduction of TQM since all staff needs to feel a responsibility for influencing quality.
4. The effort necessary for implementing TQM is at the same time rewarding for both staff and the institution: improvement of the institution in which they work, a strengthening of that institution's position, and more opportunity of staff to influence their own work.

CONCLUSION:

total quality management (TQM) is an approach that organizations use to improve their internal processes and increase customer satisfaction. TQM takes into account all quality measures taken at all levels and involving all library. Total Quality Management (TQM) in Education is a timely tool, which must be clearly understood, adopted and implemented as soon as possible. The library, in turn, trusts that the client will return the items within the specified borrowing period. The specific structure of a library with its strict requirements as to efficiency demands a focus on the quality of value-adding processes. If a library is to be managed according to quality criteria, quality needs to be defined and made measurable. Consumer-business relations using the following 14 Points, "Create





constancy of purpose for improvement of product and service; "Adopt the new philosophy; "Cease dependence on mass inspection to achieve quality; "End the practice of awarding business on the basis of a price tag--instead, minimize total cost; "Improve constantly and forever the system of production and service etc. Many libraries have implemented TQM successfully. Harvard College Library created a task force which rewrote the library's vision statement, and considered changes that would have to be made in order to develop a new organization culture--one that "highlights the changing nature of staff roles and responsibilities in an era of pervasive change". The most important stakeholders in the library are customers, the providers of subsidies, 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 of staff that they be ready to play a constructive role in that process, TQM requires a basic reorientation from the media stock towards customers and markets. For TQM a result-oriented approach, not the input of resources, is of vital importance.

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