

APPRECIATION OF TOTAL QUALITY MANAGEMENT IN LIBRARIES: A PROPOSAL

Dr. Chitra Sharma^{1*}, Dr. Manjit Kaur², Chanchal Hooda³, Dr. M. Wasi Baig⁴

¹Librarian, SH. L.N. Hindu College, Rohtak

^{2,3}Assistant Professor, UIET, MDU, Rohtak

⁴Asst. Professor and Chairman, Council for Productive Education & Research, Aligarh
Corresponding Author *

Abstract

Today's libraries need to develop such an ambience that attracts students towards it. Wholesome use of the library services by the intended user is also a farfetched dream today. In order to have more influx of users in the library premises holistic development of the library system as a whole is needed. Library system needs to have proper management and structuring of the books available, good quality and relevant material, easy and quick access of this material for the users and all this needs to be complimented with a capable and helpful library staff. To reach the expected benchmark of services and to achieve the goal of fulfilling the educational requirements of its users has motivated libraries to introduce the concept of Quality Management (QM) into library services. This paper shows the gratitude of TQM in libraries by illustrating TQM Approach V/S Traditional Approach in Library

Key Words: Library Management. Quality Management, TQM, Quality Assessment

1. Introduction

Move towards Quality Management in the libraries can help them fully satisfy the users as well as increase the efficiency and work pleasure for the library staff. It can open such doors of possibilities, in the field of library services that were never believed to exist. The basic principle of effective implementation of TQM in libraries is-

- Total : Involvement of all
- Quality : Conformance to necessity
- Management: Effective control of processes

TQM in libraries is expected to create systematic plans to extend the libraries with complete book keeping in effective, efficient and in economic manner. TQM principles can directly affect diverse features of library schemes and services to improve the way of maintaining quality culture. TQM integrates a planned move towards tight spot work out and has verified to be a successful medium to keep improving quality in libraries. Library professional always should have intentioned eye on the requisite of their users. Presence of a visionary librarian is also one of the most critical elements for creating a quality and healthy surroundings in library. Effective vision strength in the librarian steers the library attempts into attaining high benchmark of service quality during TQM application.

2. Library Management: A Challenging Task

Library management is a typical task because of the numerous reasons. The prime role of library is to provide its customer the requested service as soon as possible. The term service here includes the request for issuing a book/journal, accessing the available resources on a specific subject, managing the library account of a member and many more. Other tasks involves up keeping of the books resources it contains, to provide the readers an appropriate environment to study, to promote readership and use of library among students etc.

These tasks discussed in the above paragraph are not simple and require proper tools and techniques along with the priceless experience of managing library. Tools consist of many resources like a proper infrastructure, space, an advanced version of software and motivated and experienced staff. Without a proper infrastructure it is not important to manage library at all. Infrastructure consist of an ample amount of space, furniture for storing the books, magazines, journals and other physical assets of library, furniture for sitting and reading for library users etc. Another important thing for managing library is advanced software which is necessary for keeping the record of the assets (issued and in-house). Software also helps in fast processing of the services like issuing and returning of books and certainly helps to overcome human error.

But all these physical assets including infrastructure, software and reading resources can-not be used in a true manner if efficient and experienced staff is not available to manage these resources in optimize way.

Above all, the management commitment and attention towards the library is most important because all required entities can only be available if the desired amount of finance is available and budget allocation of institute

depends upon the management motives. Looking at the above discussion, it is easy to see why this theory that ‘Library management is a challenging task’ has garnered a lot of support and is true in every sense. Thus, there is an urgent call for conceptual approaches/models to enable managements to identify quality shortfalls and plan to launch quality improvement program within the libraries.

3. Quality-Related Terminology in Library

In the context of libraries, quality of library services evaluates by knowing about ‘Customer or User Satisfaction Level’.

Quality: The meaning of Quality in the perspective of library is as follows:

- Q – Quest for upgrading individual responsiveness.
- U – User’s demand
- L – Librarian leadership
- I – Integrating management, professional and supporting staff
- T – Team work (Total Employee Involvement)
- Y – Yardstick to measure performance
- **Quality Control:** Quality control can be used to describe internal practices for quality maintenance and enhancement in libraries (Vergueiro 1996). It is the central component of QM. Quality control is the route to assess the authentic performance (Adams 1993). It involves checking the results with relevant standards. Quality control is about controlling the activities in order to get desired goals (Jackson, 1998). In libraries, however, it indicates a prepared process, monitoring and controlling of libraries activities in order to ensure best possible operation of existing resources (Miller & Stearns, 1994).
- **Quality Assessment:** It is the evaluation of the quality of service provided in a specific subject. It is often used in an extended sense for the evaluation of libraries or a part of it and for overall purposes using both internal and external procedures. The aim of quality assessment is to assess the social relevance of the service provide to the users of the library (Cundari & Stutz 1995). Principally, it is used essentially to denote the valuation of a library.
- **Quality Audit:** It is connected with steps to follow in the processes and course of actions. It is the organized and self-regulating assessment to conclude whether quality deeds and allied outcomes conform to planned preparations or whether these agreements are executed in actual fact and are right to attain intentions. Quality audit is not concerned with the appropriateness of the objectives or with the results obtained (Smith 2004) . With reference to libraries, “Audit - an externally driven peer review of internal quality assurance, assessment and improvement system” (Tejeda-Lorente et al. 2014). It spotlights on the progression that is supposed to produce quality and practices by which scholastic promise come in position to attain quality benchmarks.
- **Quality Dimensions Utilized by Users to Assess Library Services**
 - **Performance** – Performance evaluation of libraries is to identify key areas within library which need urgent attention (Einasto 2014) .
 - **Reliability** – Reliable information which makes users free from disbelief and misunderstanding?
 - **Access** – Accessibility, availability and approachability of library building and reference resources documents (Babalhavaeji, Isfandyari, Aqili, & Shakooii, 2009).
 - **Features** – Library features that attracts the users.
 - **Courtesy** – Goodwill and politeness of library staff.
 - **Availability** – Proper opening hours and unrestricted access.
 - **Customer Service** – Providing facilities as guaranteed with well-timed document distribute.

4. TQM Ingredients for Fineness

- **Communicate Quality strategy-** Effective communiqué within the team members (Kaynak, 2003)
- **Critical Analysis and Review-** TQM approach always critically analysis and review the quality standards on regular basis within the organization (Geraedts, Montenarie, & Van Rijk, 2001).
- **Team Work-** TQM culture always involved and devoted their team members in every task to get desired goal (Sallis, 2005).
- **Statistical Analysis-** TQM always tries to solve the problem by statistical analysis (Sila, 2007).
- **Standardisation-** TQM always believes in making standard for future (Militaru, Ungureanu, & Crețu, 2013) .
- **Proper Training and Educating Staff-** TQM scheduled proper training and educate the team members repeatedly (Todorut, 2013) (Nadu & Nadu, 2011).
- **Suppliers-Customers Relation-** TQM builds strong relationship and communication between supplier and customer (Bon & Mustafa, 2013) .
- **Continuous Controlling-** TQM always try to make the system consistent and control work in the direction of quality limits (Sousa & Voss, 2002).

- **Performance Measurement-** TQM implementation having the potential to measure the quality in terms of users, employees and other team members (Brennan, 2001).

5. Gratitude of TQM in Libraries

The term of TQM was firstly used by the defence authorities in the United States (Evans & Lindsay 2001). At that time TQM considered as the new term given to Total Quality Control (TQC) and it is considered that quality is not to control but it is to manage (Kanji & Barker 1990). Today, it is well known structured approach used by most leading organizations to develop their quality improvement programmes. TQM is an all-inclusive approach which mixes all the available resources into a single unit to produce the desired goal (Khadijah et al. 2016). Initially, TQM was successfully introduced in manufacturing sectors only (Aftab & Khan, 2014). But since the Service sector is also required to provide quality services to their customers, it was strongly insisted to introduce the concept of TQM in services (Tenopir 2011). “TQM is a process of top to down approach” (Talha 2004). The input significant issues of TQM have continue the librarians to put into practice the notion of TQM in libraries (Negi & Srivastava 2015). These day’s librarians have to gift elevated quality checks to their clients (Rounds 1994). TQM provides the right direction to make cultural change and revolutionize mind-set of the library professionals for more honest agreement of their users needs (Tuomi et al. 2013). TQM has been forever about to focus on customers’ demands and being service organization, libraries key functions are also directed to meet the requirement and needs of their users (Yang & Zhu 2005). TQM in libraries is expected to create systematic plans to extend the libraries with complete book keeping in effective, efficient and in economic manner (Opoku 2012). TQM principles can directly affect diverse features of library schemes and services to improve the way of maintaining quality culture (Jain & Gupta, 1996). Mapping of library services is one of the significant instruments for achieving TQM in libraries, so firstly it is necessary to define & measure the processes of the library and to create a structured map (Wrigley 1994). TQM integrates a planned move towards tight spot work out (Jain & Kashyap, 2014) and has verified to be a successful medium to keep improving quality in libraries (Wang & Shieh 2006).

Presence of a visionary librarian is also one of the most critical elements for creating a quality and healthy surroundings in library. Effective vision strength in the librarian steers the library attempts into attaining high benchmark of service quality during TQM application. The course of nonstop development is vital for effectual completing of TQM in libraries (Nimsomboon & Haruki 2003). TQM assists the libraries by uphold announcement effectual stuck between users and staff and accomplishment a rank of uncontrollably development (Viljoen & Underwood 1997). TQM advancement in libraries confirms the facility to execute the guaranteed services consistently and perfectly. TQM in records centre may assist us in get better quality of overhauls and extending methodical evidence of all the texts available in the library (Aghav Uddhav 2012).

6. TQM Approach V/S Traditional Approach in Library

Table 1 shows the comparison between the TQM approach and Traditional approach to be applicable in industries.

Table 1 - TQM Approach V/S Traditional Approach in Library

	TQM Approach	Traditional Approach
Thoughts	<ul style="list-style-type: none"> • Integrated Team Members, • Workforces join willingly to come across at problem. • Involvement (Contribution+Commitment+Pride). • Concentration towards users requirements only 	<ul style="list-style-type: none"> • Casual attendant, Library Technical Professional, Assistant Librarian, Librarian—all with different uniforms also. • Employee contribution must be legislated. • Contribution as it is suitable for good dealing. • Primarily benefits towards organization.

Conducts	<ul style="list-style-type: none"> • Integrated, Supportive, Accommodative. • Team members are authorized and do what is accurate. • Family culture where everyone tries to give his best. 	<ul style="list-style-type: none"> • Win and lose style. • Everyone individually tried and prove himself as right. • Money-making relationship only
Significance	<ul style="list-style-type: none"> • Relationship • Faith • Obedience • Respect • Directness 	<ul style="list-style-type: none"> • No Relation • Doubt • Lack of discipline • Disgust • Cautious

7. Conclusions

Study give you an idea about the educational managements that in effect put into rehearsal of TQM in libraries carry out better as well as generate a vigorous culture in relative to employment fulfilment and customer contentment. There is no right or wrong but one have to normalize competence and performance with conformance to quality. Quality gets nearer by taking care of your customers with affection. This work provides documented confirmation of examining the TQM issues in libraries shows the comparison between the TQM approach and Traditional approach to be applicable in libraries.TQM is a logical attitude – not judgment or sentiment. TQM is an incorporated managerial approach in delighting external as well as internal customers by meeting their prospects on permanent base . TQM application is an integrated approach to involve everyone within the library functioning for every problem solving and for nonstop improvement in all users practices. It is the combination of all the efforts in an association for quality enhancement, quality progress and quality protection to reach the optimum clients satisfaction.

References

1. Adams, D., 1993. Defining quality in education. *Improving Educational Quality Project*, 5(1), p.14.
2. Aftab, M. & Khan, S., 2014. Total Quality Management: A managerial approach in LIS sector. *International Journal of Manage*, 5(6), pp.40–49.
3. Aftab, M. & Khan, S., 2014. Total quality management: A managerial approach in LIS sector. *International Journal of Management*, 5(6), pp.40–49.
4. Aghav Uddhav, R., 2012. TQM : For Implementation in Libraries and Information Centers. *Interlink Research Analysis*, I(V), pp.109–117.
5. Aghav, U.R., 2012. TQM: For implementation in libraries and information centers. *Interlink Research Analysis Journal*, I(V), pp.109–117.
6. Babalhavaeji, F. et al., 2009. Quality assessment of academic library performance: The case of an Iranian academic library. *Malaysian Journal of Library and Information Science*, 14(2), pp.51–81.
7. Brockman, J.R., 1992. Just another management fad? The implications of TQM for library and information services. *Aslib Proceedings*, 44(7/8), pp.283–288. Available at: <http://www.emeraldinsight.com/doi/abs/10.1108/eb051287> [Accessed June 13, 2016].
8. Cook, C. & Heath, F.M., 2001. Users’ perceptions of library service quality: A LibQUAL+ qualitative study. *Library Trends*, 49(4), pp.548–583. Available at: <http://search.ebscohost.com/login.aspx?direct=true&db=aph&AN=5065674&site=ehost-live>.
9. Cook, C. & Thompson, B., 2000. Reliability and validity of servqual scores used to evaluate perceptions of library service quality. *Journal of Academic Librarianship*, 26(4), pp.248–258.
10. Cundari, L. & Stutz, K., 1995. Enhancing library services: An exploration in meeting.. *Special Libraries*, 86(3), p.188. Available at: <http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=9605280996&site=ehost-live&scope=site>.
11. Einasto, O., 2014. E-service quality criteria in university library: A focus group study. *Procedia - Social and Behavioral Sciences*, 147, pp.561–566. Available at: <http://www.sciencedirect.com/science/article/pii/S1877042814040828>.
12. Evans, J. & Lindsay, W., 2001. *The management and the control of quality* 5th ed., West Publishing.

13. Goodall, D. & Pattern, D., 2011. Academic library non/low use and undergraduate student achievement. *Library Management*, 32(3), pp.159–170. Available at: <http://www.emeraldinsight.com/doi/abs/10.1108/01435121111112871> [Accessed June 13, 2016].
14. Harith, M.B., 2013. Total Quality Management indicators in academic libraries in India. *Journal of Business Management & Social Sciences Research*, 2(11), pp.12–16.
15. Jackson, N., 1998. Understanding standards based quality assurance. *Quality Assurance in Education*, 6(4), pp.220–231. Available at: <http://www.emeraldinsight.com/doi/abs/10.1108/09684889810242227> [Accessed June 10, 2016].
16. Jain, S. & Gupta, D., 1996. TQM in library and information services. *Annals of Library Science and Documentation*, 43(2), pp.41–47.
17. Jain, S. & Kashyap, V., 2014. Application of TQM in university libraries with respect to users. *E-Library Science Research Journal*, 2(3), pp.01–09.
18. Jayamalini, G., 1999. An overview of TQM in libraries. In *DRTC Workshop on Information Management*. pp. 01–14.
19. Jeannette, H. & Crowley, H., 2003. User perceptions of the “reliability” of library services at Texas University: A focus group study. *The Journal of Academic Librarianship*, 29(2), pp.82–87.
20. Kanji, G.K. & Barker, R.L., 1990. Implementation of total quality management. *Total Quality Management*, 1(3), pp.375–390.
21. Karyle, B., 1994. TQM will it Work in your Library? In *Proceedings from the Ist conference on TQM and Academic Libraries*. pp. 95–99.
22. Khadijah, M., Bashayer, A. & Azrilah, A., 2016. Total Quality Management in saudi higher education. *International Journal of Computer Applications*, 135(4), pp.06–12.
23. Khurshid, Z., 1997. The application of TQM in cataloguing. *Library Management*, 18(6), pp.274–279.
24. Miller, R.G. & Stearns, B., 1994. Quality management for today’s academic library. *College Research Libraries News*, 55(7), p.406.
25. Moghaddam, G.G. & Moballeghi, M., 2008. Total quality management in library and information sectors. *The Electronic Library*, 26(6), pp.912–922.
26. Negi, A. & Srivastava, J., 2015. TQM and its application in academic library and information services. *International Journal in Management and Social Science*, 03(06), pp.452–467.
27. Nimsomboon, N. & Haruki, N., 2003. Assessment of library service quality At Thammasat university library system. *University of Library and Information Science, Japan*.
28. Nitecki, D.A. & Hernon, P., 2000. Measuring service quality at Yale university’s libraries. *The Journal of Academic Librarianship*, 26(4), pp.259–273.
29. Opoku, D., 2012. Total Quality Management in academic libraries : The perception and expectations of graduate students of the university of Ghana , Legon. *Journal of Research in Education and Society*, 3(3), pp.01–7.
30. Raina, R.L., 1995. TQM in library and information services. *University News*, 33(24), pp.04–06.
31. Raja, P. & Mahalakshmi, M., 2016. Total Quality Management practices in accredited and ISO certified management college libraries: A comparative study. *International Journal of Applied Research*, 5(5), pp.116–118.
32. Rounds, L., 1994. TQM in academic libraries : Initial implementation efforts. In *Ist International Conference on TQM and Academic Libraries*. pp. 95–101.
33. Sahu, A., 2007. Measuring service quality in an academic library: an Indian case study. *Library Review*, 56(3), pp.234–243..
34. Selvi, G.T., 2002. Total Quality Management (TQM) and ISO 9000 in the context of academic library services. *SRELS Journal of Information Management*, 39(1), pp.105–115.
35. Smith, A., 2004. “Off campus support” in distance learning – how do our students define quality? *Quality Assurance in Education*, 12(1), pp.28–38.
36. Talha, M., 2004. Total quality management (TQM): An overview. *The Bottom Line: Managing Library Finances*, 17(1), pp.15–19. Available at: <http://www.emeraldinsight.com/10.1108/08880450410519656>.
37. Talukder, T. & Ghosh, S., 2004. Total quality management and its implication on library laws. *SRELS Journal of Information Management*, 41(3), pp.255–266.
38. Tejada-Lorente, Á. et al., 2014. A quality based recommender system to disseminate information in a university digital library. *Information Sciences*, 261, pp.52–69.
39. Tenopir, C., 2011. Beyond usage: Measuring library outcomes and value. *Library Management*, 33(1/2), pp.05–13.
40. Tuomi, V., Ajmal, M.M. & Helo, P.T., 2013. Implementing TQM initiatives in public service organisations: Case of academic libraries. *International Journal of Productivity and Quality Management*, 11(4), pp.393–411.
41. Vergueiro, W.C.S., 1996. Quality management: The way to improve Latin American public libraries?

- Library Management, 17(1), pp.25–32. Available at: <http://www.emeraldinsight.com/10.1108/01435129610106083>.
42. Viljoen, J.H. Underwood, P.G., 1997. Total quality management in libraries: fad or fact? *South African Journal of Library and Information Science*, 66(1), pp.46–52.
 43. Viljoen, J. & Underwood, P., 1997. Total Quality Management in libraries. *South African Journal of Library and Information Science*, 65(1), pp.46–52. Available at: <http://www.eric.ed.gov/PDFS/ED396759.pdf>.
 44. Wang & Shieh, C.-J., 2006. The relationship between service quality and customer satisfaction: the example of CJCU library. *Journal of Information & Optimization Sciences*, 27(1), pp.193–209.
 45. Wang, H., 2006. From “user” to “customer”: TQM in academic libraries? *Library Management*, 27(9), pp.606–620. Available at: <http://www.emeraldinsight.com/doi/abs/10.1108/01435120610715518> [Accessed June 2, 2016].
 46. Wrigley, K., 1994. Integrating Total Quality Management in a library setting. *Bulletin of the Medical Library Association*, 82(3), p.337. Available at: <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC225940/>.
 47. Yang, L. & Zhu, H., 2005. An experiment on digital library based on the method of TQM system. *Journal of Zhejiang University SCIENCE*, 6A(11), pp.1362–1366. Available at: <http://www.zju.edu.cn/jzus/article.php?doi=10.1631/jzus.2005.A1362>.