
Total Quality Management in University Library Systems

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ABSTRACT

Library is one of the important components of any University Systems i.e. library is the heart of the university system. In 21st century Total Quality Management (TQM) is primary requirement of any service providing organization. Well trained staffs are the competitive weapon for better quality service in a university library. Quality means everything that library does, in the eyes of its users. High quality service is the ultimate goal or aim of any libraries. In this paper we have to discuss about the meaning of TQM, and its concepts, challenges, and application of TQM for university library systems & services.

Keywords: Total Quality Management (TQM), high quality service.

1. INTRODUCTION

The growing needs of information make the librarians to think in a logical way so as to satisfy the users at a large scale. TQM is a system of continuous improvement employing participate management and centered on the needs of the users. Libraries can benefit from TQM in three ways-breaking down interdepartmental barriers, redefining the beneficiaries and library services as internal users and external users, and reaching a state of continuous improvement. Quality is to be viewed in its totality and user satisfaction has several dimensions like fitness for use, reliability, value for money, packaging, user information & training, maintainability, variety, speed/timeliness of service & image of user confidence. TQM is a comprehensive and structured approach to organizational management that seeks to improve the quality of products and services through ongoing refinements in response to continuous feedback.

Under TQM concept, TQM is a philosophy and not techniques. TQM is based on two basic concepts one is quality control and second is employee participation. TQM consists three words, Total, Quality & Management. **Total** means "Everyone in

the organization is involved in creating and maintaining the quality of the services and products offered by the organization”, **Quality** means “The organization through individual and collections focuses on meeting user needs, recognizing the user perception identities quality and **Management** means “Emphasis on continuously improving his system in order to achieve the best results”.

Three main contributors of Total Quality Management (TQM) approaches are: W.Edwards Deming, Josheph M.Juran & Philip B.Crosby.

Deming formulate the PDCA (**Plan, Do, Check and Action**) cycles as a systematic approach to problem solving.

- a. **PLAN**- Establish the objectives and processes necessary to deliver results in accordance with the expected output. By establishing output expectations, the completeness and accuracy is also a part of the targeted improvement.
- b. **DO** - Implement the plan, execute the process, and make the product. Collect data for charting and analysis in the following "CHECK" and "ACT" steps.
- c. **CHECK** - Study the actual results and compare against the expected results to ascertain any differences. Look for deviation in implementation from the plan and also look for the appropriateness and completeness of the plan to enable the execution, i.e., "Do". Charting data can make this much easier to see trends over several PDCA cycles and in order to convert the collected data into information. Information is what you need for the next step "ACT".
- d. **ACT**- If the CHECK shows that the PLAN that was implemented in DO is an improvement to the prior standard, then that becomes the new standard for how the organization should ACT going forward. If the CHECK shows that the PLAN that was implemented in DO is not an improvement, then the existing standard will remain in place.

According to Joseph M. Juran, Quality is fitness for use. Juran was the first who proposed idea “stress that management, communication and human resources are key to achieve quality”. Planning, Control and improvement are three managerial processes for achieving the quality.

2. TOTAL QUALITY MANAGEMENT FOR LIBRARIES

Total quality Management (TQM) combines theories, tools and organizational models developed. TQM is not entirely a new technique for libraries, because they are already user focused and strive for continuous improvement. The basic elements of TQM applicable in libraries are:

- a. **User Focus** means user satisfaction must be prime mission of the library. Library users are of varied types with varied needs. It is important to identify their needs through surveys, questionnaires, suggestions, etc.

- b. **Long Term Commitment** means TQM is long term process and not a quick fix method to achieve short-term goals.
- c. **Decisions based on Data** means to make decision on the basis of relevant data and not on intuitions. And very essential to set up proper management information system (MIS) for the purpose of decision making.
- d. **Team Structure** means group of members i.e. teams or quality circles may be set up to look into various problems and suggest necessary solutions.
- e. **Change in the Process** means to achieve quality it may be necessary to change processes of the whole system.
- f. **Empowering Employees** means employees working in a particular job know the problem of a system and can suggest solutions.

The quality management approaches and techniques associated with the stages of service deliver in libraries. Quality management related to library functions can be viewed in three different phases: before service, during service, and after service. Library services focus on satisfying the information needs of the users.

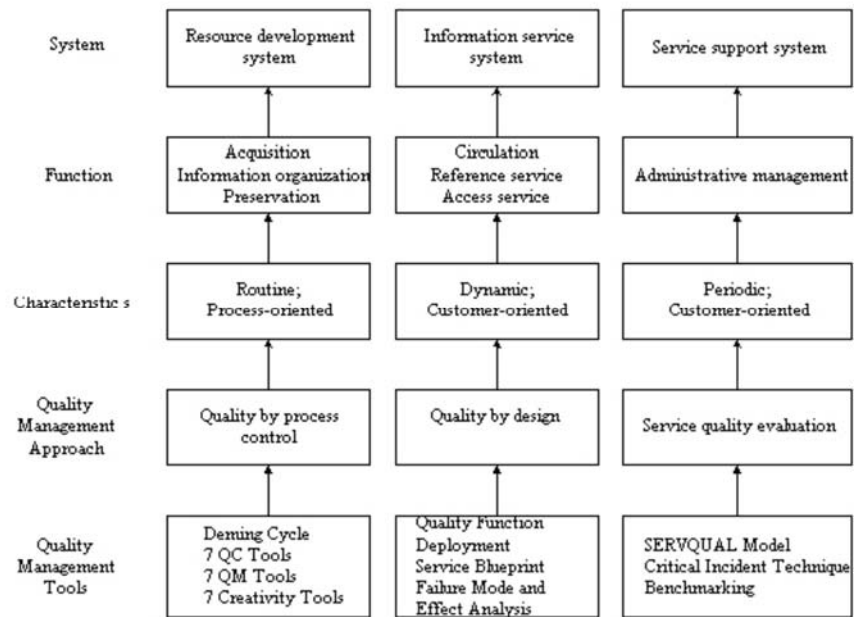


Figure 1: Framework of quality management approaches in libraries

Sirkin proposed the some idea to enhance library services by use of TQM Principles, which are as follows:

1. Conduct a user survey about the library services.

2. Provide a more convenient material return & simplify checkout of materials.
3. Use flexibility in staff assignment and also give new staff a through orientation.
4. Develop user and staff training materials.
5. Improve the physical layout of the library as well as try to create inter departmental library advisory groups.
6. Offer electronic document delivery & target services to specific groups.

If we carefully implement, quality management principles in a libraries, it yield the following benefits, such as:

1. Improve awareness of quality services;
2. Improve management of library as well as library personnel;
3. Reduce operating cost and rework;
4. Provides a methods of improving services to users in a period of limited resources;
5. Improve the level of training given to staff, which increases the skills;
6. Enhance the continuity quality improvement;
7. Increases staff participation in decision making process for libraries;
8. Improve library management control;
9. Improve library staff moral and attitudes;
10. Increase library user satisfaction, focuses on users;
11. Create better understanding among library staff and users;

In a service organization like university libraries the user satisfaction means fulfilling expectations. Librarian must find out what readers want and concentrate upon providing it. Designing an appropriate service means asking:

- Who are the users?
- What do they want?
- What can libraries provide?

In a library there are basically two types of user: those who are hurry and those want to kill time. A university libraries has to identify these and serve them accordingly. To improve the service quality the user satisfaction survey tool that provides both quantitative and qualitative data, which is an important part of libraries for process and performance measurement? Main steps to measure user's satisfaction are-

1. Conducting Sample Survey
2. Data Collection
3. Process & Analysis of data
4. Interpret and present the data
5. Finding out result

There are various aspects of dimensions of quality that are utilized by a user to evaluate the library services, which are as follows:

- **P** → Performance means library services performance according to user need.

- **F** → Features identify about the library that appeals to users.
- **A** → Access means easy access to document in a library.
- **C** → Competence specify the possession of special skills and knowledge required performing the library services in changing content.
- **R** → Responsiveness means provide positive response for user's services.
- **C** → Courtesy means be respect to users for providing his/her services.
- **C** → Communication specifies try to understand the user's need very carefully.
- **R** → Reliability means provide reliable information to users without any doubt and confusion.
- **C** → Credibility means trust worthiness to users.
- **T** → Tangibles means the physical evidence of various services, tools, equipments etc.
- **A** → Availability means users unlimited access to the library
- **M** → Maintainability means if users failed at any point, then try to restore their services immediately.

3. CHALLENGES OF TQM

There are various barriers for the implementation of TQM has been encountered in all types of organizations, including libraries, which are as follows:

- Management's fear of the loss control
- Other organization background of TQM might not lend itself to the libraries, which is non-profit sector of education
- View that is only another management fad of the day
- TQM requires a long-term investment of time over several years as processes are analyzed and an organization's culture is changed. Main problem in implementing TQM to establishing a good relationship between management controls and promoting employee empowerment as well as encountering related to statistical tools.

CONCLUSION

Libraries are right places to implement TQM. Libraries are service organization dedicated to their users. The quality of a library can be determined from the number of satisfied users and it's mainly depends on performance, features, access, competence, courtesy, communication, reliability, credibility, tangibles, availability & maintainability. Framework of total quality management must be established for the library by promoting a quality culture before applying any particular technique. 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. The success of TQM will vary from library to library as each library is different from the others.

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