TOTAL QUALITY MANAGEMENT AND ITS APPLICATION IN LIBRARY SERVICES

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Abstract: This paper discusses the various aspects of Total Quality Management like meaning, definition; preparation to achieve quality, how quality improves, quality improvement, customer satisfaction, implementation in the library and information sectors, the experiences of libraries adopting this method are also reviewed. TQM is an approach for continuously improving the quality of library facilities and services delivered through all, kinds of libraries. Library is a growing organism. Collection development, circulation etc. are the important parts of the library. This paper discusses the effective library services with quality management.

Keywords: Total Quality Management (TQM), Library and Information Service, Library services.

1.0 Introduction

Total quality management (TQM) becomes utmost important not only in manufacturing sector but also in service sector. TQM is a modern management philosophy and a journey, not a destination. TQM highlights the need to improve the quality of goods and services to better utilize the resources of organization. TQM is a system of enhancing and improving flexibility, and introducing an effective and efficient performance in organization. Libraries are the service-oriented and non-profit organizations. The main aim of every Library and Information centers are not only to fulfill the needs of the users but also to anticipate their demands and to fulfill the same. Libraries should always aim at providing quality services with the available resources. Total quality management (TQM) is a management philosophy that empowers every member of the organization. TQM encourage each individual to participate, contribute and offers to present suggestions for improvement. It is intended to promote continuous and sustained improvement in quality and performance, and develops an attitude of quality culture. Its basic principle is that the cost of prevention is less than the cost of correction. TQM address overall organizational performance and recognizes the importance of processes. For TQM to be successfully adopted by an organization there needs to be a perceived need for change in that organization. The TQM approach integrates three basic fundamental aspects: commitment, involvement and continuous improvement. Commitment in the sense to take pledge for never ending improvement in quality and services to the customer, involvement means involvement of all the team members in achieving a common goal, work as a single unit for better results and think about continuous improvement by looking any error and defects, and eliminating it on spot. TQM addresses the issues of customer satisfaction and guidance on implementing the marketing concept. In present world, the popular buzzword is 'Customer is the king.' 'Customers are our God'. Users of the library are defined as customers. Customers have become more and more aware of their rights. To provide quality services is the prime function of each and every library. Quality in service is a never ending journey. There is always scope for improvement continuously. In journey, information provider can never say that they have reached the destination. However, with each improvement they will be crossing important milestones in giving quality services to users. To improve the Quality of service given to the user, information provider must devise new methods of collecting feedback from the users of the library and information center.

2.0 Definition of Management

"It is an art of getting things done through and, with people in formally organized groups."

2.1 Library Management: ALA Glossary of Library and Information Science defined "Library Management as the process of coordinating total resources of an organization towards the accomplishment of "Knowledge Librarian"- An International Peer Reviewed Bilingual E-Journal of Library and Information Science on through the execution of a group of inter-related functions such as planning, organization, staffing, directing & controlling."

Library is non-profit making institution so it is necessary that finances be properly managed, General principles of management are applicable to library management.

Administrators are regarded as superior class of people in the hierarchy who formulates goals, objectives as well as procedures whereas managers are executives, who executives the policies and programmes decided by the administrators.

2.2 Total Quality Management: The concept of quality control emerged around 1920 in US simply to control the creation of defective systems.

TQM is a way of managing to improve the effectiveness, efficiency, flexibility and competitiveness of an organization as a whole and it invowes whole organization getting organized and committed to quality in each department each activity and each person at each level.

TQM is concept which make quality the responsibility of all people within organization. All the people involved are expected to contribute to the overall improvement of quality. TQM is the preferred method to increase the user satisfaction. It reduces the defect of the organization and increase the productivity.

3.0 Meaning of TQM: The meaning of TQM is users' satisfaction through product or services. A library is a part of a service organization which delivers personally to the users. TQM is a step towards desired goal. The concept of TQM has come out through the meaning of quality.

3.1 Definition of Quality: Peter Drucker Says, "It is important to do the right things than to do a thing rightly."

Q - Questions
U - Unbias
A - Attitude
L - Learning
I - Interacting
T - Team
Y - You

Hence, Quality is a degree of excellence for customer satisfaction through product or by service. Quality is often used synonymously with excellence. (Sathe)

3.2 Core Concepts of TQM

The core concepts of the TQM are the following:
- Customer satisfaction, be customer focused.
- Internal customers are real.
- All work is process. Make it a good place to work, create a work culture which will lead to satisfied customers.
- Measurement - measure the work
- Team work - Top management must be involved.
- People make quality- Do it right first time, quality is an attitude, empowering.
- Continuous improvement cycle.
- Prevention-s.

3.3 Characteristics of TQM

- TQM is customer oriented;
- TQM requires a long term commitment for continuous improvement of all process;
- The success of TQM demands the leadership of top management continuous involvement;
- Responsibility for establishment and improvement of systems lies with the. management of an organization;
- TQM is a strategy for continuously improving performance at all levels and in all areas of responsibility-e.

3.4 Five Pillars of TQM: A holistic, humanistic management system is required that blends the new principles and practices into every aspect of the organization. Five pillars of TQM is a way of describing the need for that broad foundation. According to Bill Creech 'Product is the focal point for organization's purpose and achievement. Quality in the product is impossible without quality in the process. Quality in the process is

impossible without the right organization. The right organization is meaningless without proper leadership. Strong bottom-up commitment is the support pillar for all the rest. Each pillar depends upon the other four, and if one is weak all are'24. The five pillars of TQM can be pictorially represented as:
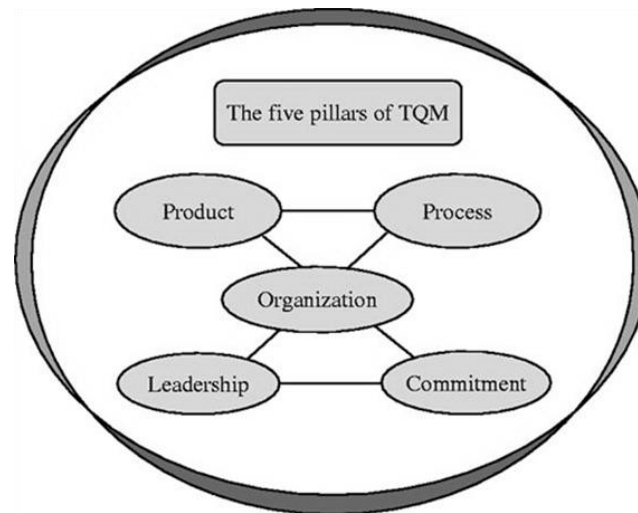
4.0 Benefits of TQM

The potential benefits of adopting TQM system compared to conventional quality system are numerous and can be outlined as follows.

- TQM helps to focus clearly on the needs of the market.
- TQM facilitates to aspire for a top quality performer in every sphere of activity.
- It channelizes the procedures necessary to achieve quality performance.
- It helps examine critically and continuously all process to remove nonproductive activities and waste.
- It gears organizations to fully understand the competition and develop an effective combating strategy.
- It helps to develop good procedures for communication and acknowledging good work.
- It helps to review the process needed to develop the strategy of never ending improvement-".

Tangible benefits of TQM are Better products quality, Productivity improvement, Reduced quality costs, Increased market, Increased profitability, Reduce employee grievances and the Intangible benefits are Effective team work, Enhancement of job interest, Improvement of human relations & work area morale, Participative culture, Customer satisfaction, Enhanced problem solving capacity, Improved corporate health & character of the company, Better company.

5.0 Barriers to Adoption of TQM in Library and Information Sector

A number of barriers to the implementation of TQM have been encountered in all types of organization, including libraries some of them are listed below.

- Inadequate knowledge of TQM and improper understanding of the measurement techniques that are used to measure the effectiveness of TQM implementation.
- TQM requires a long term investment of time over several years as processes are analyzed and an organizational culture is changed. This can cause resistance and other difficulties in these days of increasing financial & other pressures.
- Lack of management commitment and management understanding on "Quality".
- Lack of awareness on the benefits of TQM implementation in the organization.
- Lack of clarity in the guideline, implementation plan and implementation methods.
- Lack of understanding about the positive results of continuous improvement.
- Ignoring the importance of users. (Astunkar)

6.0 Areas of Application of TQM in Library

The library and information centres are basically service organizations. They can effectively apply the TQM concept in each and every field. Some of the possible areas are:

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6.1 Laws of Library Science: Five laws of library science have so many implications similar to what is advocated in TQM that it is often advocated as are fined and modern version of five laws of library science. The first law advocated changing the conservative attitude of the LIS Personnel. The second law and third law indicate the marketing approach underlying in TQM. It advocated for the survey of and feedback from the user and to design and render library services so that it meets their actual need. Fourth law points out that information should be pin- pointed, exhaustive and expedition. Organization and retrieval of information is what the sum and substance of the TQM Approach is.

6.2 Library Services: TQM can be effectively used in providing services to user. In rendering CAS, SDI, Interlibrary loan, access to national and international databases through internet or other network, attending reference queries and reference service over phone, fax or personal contact, etc.

6.3 Library Products: Library and information centres produce catalogue card indexing and abstracting periodicals, newsletter, database of their own collection, subject bibliographies etc. all of which can be enriched by TQM.

6.4 Marketing of Library Services and Products: TQM can be used in creating information awareness and consciousness among the user and reaching out to the potential user. It can be used in identification of the user group, determination of needs, wants and demand of each user group.

7.0 Way of the Achieving the TQM: TQM can be achieved by way of the following:

7.1 Competence: The employees must possess the required skill and knowledge about the library facility and services.

7.2 Credibility: The organization and employees must be trustworthy.

7.3 Responsiveness: The employee must respond quickly and creatively to user request and problem. The employee should make an effort to understand the user need and provide individual attention.

7.4 Communication: library facility and services should be described accurately in user language.

7.5 Courtesy: The employees should be friendly, respectful and considerate.

7.6 Tangible: The service and facility should correctly project the quality on readers.

7.7 Reliable: The Services and facility should be reliable and performance should be consistence.

7.8 Security: The service and product should be free from danger risk and doubt.

7.9 Access: All library facility should be accessible. Effective Library Services with Total Quality Management

7.10 Feedback: There should be a continuous policy to collect the feedback from the users.

7.11 Evaluation: The service, facility and product should be evaluated time to time. (Gangrade)

8.0 Future Challenges in Libraries: TQM

Libraries across the country face two fundamental challenges. One is to find sustainable funding, the other, to meet changing patron demands stemming from the changes in all libraries. Today's new mission statement –To advance literacy, guide learning and inspire curiosity which focuses on providing a collection of information knowledge and artistic expression. Physical card catalog is traditional but today user's need is online catalogs card. So library will have to update the online card and also, physically browsing library stacks, need, online browsing. Emerging technologies will only recall quicker in catalog and databases. Reader can trace a footnoted lead with lightning fast speed and determine, whether the citation they are following is something that required their attention or not within a minute of seeing a footnote. The library closed its physical doors to patrons at the beginning of the year. Patrons can download articles and other materials online. (Gangrade)

9.0 What are the Problems in implementing TQM?

Problems can exist in establishing a good relationship between management control & promoting employee empowerment. Another problem encountered is related to TQM statistical tools. An inappropriate emphasis on these tools in complex service organizations such libraries may result in TQM & its goals being regarded as unattainable

10.0 Suggestions

- ✓ Adopt new technology.
- ✓ Redesign the library website to increase virtual access to library resource.
- ✓ Reorganize the staff to increase accountability for discrete initiative.
- ✓ Focus on intra-staff communication and staff training.
- ✓ Increase marketing and promotion of library services.
- ✓ Change the growing structure: major issue remains especially after the library strategic plan did not recommend any significant change to the governance status quo, would the library be better served with a closer connection to the city.
- ✓ Make good the lack of sufficient infrastructure for maintaining libraries at the study centres
- ✓ Quality Assurance of library and information system should be part of the quality services.
- ✓ Need to develop standards/norms for assessing, quality of information service.
- ✓ Need to evolve methodologies and mechanism for important quality information services.
- ✓ More funds to be allocated for studying the quality of information services. training of staff members, providing quality information services

11.0 Conclusion

Library and Information sector should focus on providing the best services possible and be willing to change to serve its users. The main aim of libraries and information sector is to satisfy the users; today's libraries are pushed to a position where they have to provide quality services to its users, to justify their existence. So, now libraries are also started adopting TQM practices following other kinds of service industries. As TQM has become increasingly important, the philosophy has shifted from a pure statistical view of process control towards a systematic view. If TQM is to be successful it requires a culture that actively promotes users requirements, continuous improvement, creating problem-solving and a team ethos. Quality is the need of hour, and good quality service mean customer/user satisfaction. Thus library and Information Center should be involved in TQM to improve the library users' satisfaction The process of implementing TQM in libraries involves a conceptual change in library professionals and a cultural transformation in the organizational operations. Without a long- term thinking and\ commitment, it is not applicable. Teamwork is important for successful implementation of TQM. Every step of the process depends upon the constant support of the top management. Their role determines how far and how long the implementation can go. Therefore, once a decision is made to apply TQM, a strong leadership is required.

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