

TOTAL QUALITY MANAGEMENT IN LIBRARIES

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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, objectives of TQM, steps of TQM etc. It also discusses the implementation of TQM in libraries, its benefits, Tools & Techniques of TQM, its feature etc. Paper also throw light on barriers, problems for implementation of TQM. The basic idea of TQM is commitment to continuous improvement.

Keywords: - TQM, Library, Quality.

Introduction :-

Management is practical since the beginning of human civilization for better understanding of nature, human relations, organization and governance. An organization is a set of people working together to achieve common goals. When ever there is an organized group of people working towards a common goal, some times of management becomes essential. No organization run successfully unless there is someone to manage its activities. Management is a universal process in all organized & social & economic activities.¹

In this modern world the art of Management has become a part and parcel of everyday life, be it at home, in the office or factory and in Government Management is a systematic way of carrying out activities in any field of human effort. Peter Drucker says "It's task is to make people capable of joint performance, to make their weakness irrelevant." It creates harmony in working together – equilibrium in thoughts and actions, goals and achievements, plans and performance, products & markets. It resolves situations of scarcity, be they in the physical, technical or human fields, through maximum utilization with minimum available processes to achieve the goal. Lack of management causes disorder, confusion, wastage, delay, destruction and even depression. Managing men, money and materials in the best possible ways, according to circumstances and environment is the most important and essential factor for a successful management. It should literally transform how people think and help them finally realize the potential of a truly universal knowledge that is wisdom.²

Definition of Management :-

"It is an art of getting things done through and, with people in formally organized groups."³

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

desired goals of that organization through the execution of a group of inter-related functions such as planning, organization, staffing, directing & controlling.”⁴

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 where as managers are executives, who executes the policies and programmes decided by the administrators.⁵

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 involves whole organization getting organized and committed to quality in each department each activity and each person at each level.⁶

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.⁶

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.⁶

Definition of Quality :-

Peter Drucker Says,⁷ "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.

Preparation to Achieve Quality :-

The following preparations are essential to achieve quality.⁷

- Strong management commitment
- Management representative
- Quality policy

- System & procedure manual
- Quality audits
- Surveillance
- Conformity reports
- Standardization of forms
- Training
- Systematic documentation
- Environmental condition
- Continuous improvement
- Team work

How Quality improves :-

Quality can be improves by inculcating the aspects given below.⁷

- Commitment
- Organization climate
- HRD initiatives
- Measure display, Review
- Periodical quality checks
- Communications

Quality Improvement :-

Improvements in Quality is a continuous work by.⁷

- Correct action
- Organization of events
- Goal setting
- Continuous improvement
- Quality circle

How Customer satisfaction can be achieved?

In libraries how do you measure it ? By keeping following records.⁸

- Survey of users
- Personal interactions
- Feedback register
- Formal / informal incidents & meetings
- Activity statistics.

Increasing customers satisfactions. :-

Increasing user satisfaction in libraries by adopting the following aspects. viz.⁸

- Set benchmarks
- Collect data / analyze it

- Employee development
- Training compulsory
- Survey-Analysis & action
- Simple service
- Best practices
- Involve users
- Out reach activities
- Marketing of information

Management :-

It is the act, art or manner of handling, controlling & directing. Management is generally used to refer to the process of accomplishing objectives with & through other.⁹

Definition for TQM :-

1. ISO defined TQM¹⁰ “ A Management approach of an organization centered on quality, based on participation of all its members & aiming at long term benefits to all members of the organization & society.”
2. TQM is ¹⁰ “A System of continuous improvement employing participative management and centered on the needs of users.”

Objectives of TQM :-

TQM is based on ¹¹

- 1) One objective : Continuous improvement
- 2) Three principle : Customer focus, Process improvement & Total involvement.
- 3) Six Supporting elements: Leadership Education & Training Supportive structure
Communication Reward & Recognition Measurement.

Oakland¹¹ describes 13 steps to TQM.

- Understanding Quality
- Commitment to Quality
- Policy on Quality
- Measurement of the cost of quality
- Planning for quality
- Design for quality
- System for quality
- Capability for quality
- Team work for quality
- Training for quality
- Implementation of TQM.

TQM is a journey and not a destination.

TQM Library should have ?

The library interested should have.¹²

- Strategy
- People
- Resources
- Infrastructure
- Process
- System & User satisfaction.

TQM in Libraries :-

Libraries are the last to adopt TQM practices than other service industries. For a longtime, Librarians saw themselves as keepers of knowledge rather than active agent in information transfer. Though the main objective of libraries is to satisfy the users, the library professionals often forget that. But today's libraries are pushed to a position where they have to provide quality service to its users, to satisfy their existence. So now libraries are also started adopting TQM practices.¹³

Benefit of TQM in Libraries. :-

If implemented carefully, quality management principles yield positive benefits libraries such as.¹⁴

- Incremental changes lead to continuous improvement. Quality solution may yield only partial results.
- Forces library managers to develop leadership skills interested of relying on power within position to obtain results.
- Increase staff participation in decision making, thus increasing the feeling of “ownership” of decisions & directions once charted.
- Improves the level of training given to staff, thus increasing skills.
- Helps break down barriers between library departments & improves communication within the organization.
- Provides a method of improving services to users in a period to similar resources.

Possibilities of TQM in Libraries :-

Let us discuss, how the quality of library operations & services will be improved by implementing TQM¹⁴. For example, let us see how the quality of Acquisition Service can be improved by TQM. Acquisition is one of the basic activities of a library.

The process of ordering and acquiring the selected materials are known as acquisition. How TQM will help in improving the quality of acquisition function ? A total quality tool “flow chart” will considerably improve the quality of acquisition.

In any acquisition system, one has to follow the following steps, to acquire a documents (for convenience purpose, the flow chart is not drawn with standard flow chart symbols, instead steps are written)¹⁴

1. Receiving the suggestion for a document.
2. Checking the bibliographic data with
 - a) trade catalogue
 - b) books in print
3. Check its availability within the library.
 - a) by checking the catalogue
 - b) by checking with the already ordered document list.
4. Determine its cost.
 - a) From the standard sources
 - b) From the vendors
 - c) From the publishers

5. Get the invoice if required.
6. Determine whether the fund is available

If the answer is yes go to step 7

If the answer is no, then wait till the fund is available or try to get the extra fund.

7. Select the vendor
 - a) based on vendor rating studies
 - b) based on other methods
8. Place an order
 - a) with certain conditions
 - b) without any condition
 - c) If there will be any advance payment then clear the payment from account departments & enter the detail in file.
9. Send reminders if the document is not received in time.
10. If the vendor is taking long time or unable to provide the document then cancel the order & repeat steps 7 & 8.
11. After receiving the document.
 - a) Check its bibliographic data

- b) Check its cost
- c) Settle the payment if its due.

12. Enter the details in accession register.

The acquisition section staff member can easily understand, the steps involved in the process with the help of a flow chart, drawn based on the above steps. Now one can check till which stage the process has come. And with a flow chart one can determine where the problems occurs if any & why it occurs.

Like this we can attempt to develop flow charts for many of the library functions let us take another example, discharging of a document. The flow chart for that functions will have the following steps.

1. Document returned by the user.
2. Look for charge out card.
3. Check whether the document is overdue ?
 - a) If yes collect fine or send notice.
 - b) If no go to step.4
4. Check whether any other user reserved that document.
 - a) If yes, notify the user & place on the hold shells.

b) If no, discharge the document & pass it on shelving. Like flow charts, there are other total quality tools such as fish-bone diagram, pare to analysis, control, chart which will help in identifying & solving the problem of library operations & thus improves the quality of the function.

TQM in Enhancing Capabilities : -

Applying TQM in the following areas of LIS world definitely yield better results.^{14(b)}

- Personal performance assessment.
- Personal skill development
- Developing team spirit &
- Development of a quality work culture.

Approaches for undertaking TQM :-

There are many approaches for undertaking TQM, but the approach which has successful trade record for implementation involves.¹⁵

- Creating commitment
- Creating cultural change
- Effective communication
- Empowering the work force
- Taking responsibility
- Statistical Process Control (SPC)

- Effective problem solving techniques.
- Design of experiments
- Quality productivity improvement process.
- ISO-900, world class manufacturing techniques

Tools & Techniques of TQM :-

The following tools & techniques of TQM are used by management experts.¹⁵

- Statistical process control
- Zero defects
- Six sigma
- Malcon Baldinge
- Quality circle
- Requirement Analysis
- Brainstorming
- Bench marking
- Shewhart cycle
- Cause & effect diagram
- Flow chart, parco chart, control chart, own chart.
- Histograms.

Perquisites of TQM :-

The prerequisites of TQM are

- Philosophy
- Planning
- Process
- Improvement
- Team building
- Skills building

Nine (9) key features of TQM are. ¹⁶

- Total ownership
- Quality improvement as a way of life
- Partnership with suppliers & users.
- Recognition of internal customers
- Identification of key performance indicators
- Employee participation
- Teamwork given priority.
- Removal of internal barriers

Factors to be taken in to account.¹⁶

1. TQM involves a process of change & 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 efforts needs to feel a responsibility for in influencing quality.
4. The efforts 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 position, and more opportunity to influence their work. TQM is a management concept to achieve excellence. In library with TQM, the employees have to do their job in new environment and the ways of doing the job may be different. Implementing TQM does not an addition of work, it is simply improvement in the ways of work on continuous basis.

TQM Organization vs Traditional Organization :-

A Total Quality Management organization is not the same as Traditional organization.

The following table shows the difference between both organization.¹⁷

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Management Organization	Traditional Organization
1. Company driven	Customer driven
2. Short term orientation	Long term orientation
3. Opining driven	Data-driven
4. Tolerance of waste	Elnination of waste
5. Fire fighting	Continuous improvement
6. Inspection	Prevention
7. Fortressed departments	Cross-function teams
8. Top-down hierarchy	High employee participation
9. Blame	Problem solving
10. Isolation	System thinking
11. Management	Leadership

Barriers:Potential Problems & Opponent :-

A number of barriers to the implementation of TQM has been encountered in all types of organization, including libraries some of them are listed below.¹⁷

1. The view that this is only another management fad of the day.
2. Management fear of the loss control.
3. Business & industrial background of TQM might not lend itself to be non-profit sectors including libraries.

4. 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.

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.

Conclusion :-

Management of libraries has become very important these days. Librarians are expected to deal with number of problems in their day to day working. TQM is one of Management concept to achieve excellence in work.

Total quality management is really a good management philosophy. It's driven by customer needs a expectation. TQM not thinks about single staff but it thinks about all staff. Total Commitment , dedication, team work and long term commitment to training & development for all staff etc. are included in TQM. The success of TQM varies library to library as each library is different from others. TQM is most essential for each library for his existence or survival.

TQM's main focus is on user satisfaction & quality in better way. It does not demands to do different things. It simply demands to do things differently. TQM is never ending journey at achieving its destination.

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