

The role and relevance of Total Quality Management (TQM) in libraries

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Abstract

Total Quality Management, popularly abbreviated TQM, has been widely used in all sectors of society but mainly in manufacturing, education, government and service industries. In today's competitive environment, maintaining quality is very essential task for each organization and industry also. It has been observed that maintaining quality is not a simple task. Previous quality means just the fulfillment of requirement. Now a days every service provided by the organization must be rated by the users. It helps to identify the needs and expectations of the customers. In this framework quality may correlate with the customer's need and satisfaction. Quality helps us to face the challenges by minimizing errors in our procedures, reducing the number of complaints from our stakeholders and valuable customers. It also helps us to look beyond the traditional approach of quality and move towards ever changing. The aim of this article is to know the process of effectively implementation of Total Quality Management (TQM) step by step and how it will useful to improve the library services.

Keywords: Quality, library, Total Quality Management

Introduction

'Quality is a journey from past to present'. It requires continuous evaluation and improvement in the current process of work culture.

The American Society for Quality Control defines quality as "the total features and characteristics of a product or a service made or performed according to the specifications to satisfy customers at the time to purchase and during use." In different words, we can identify that quality is performance of the procedure and product as per the commitment made by the producer to the consumer.

Total quality management i.e (TQM) is mainly a management approach that preliminary originated in Japanese industry in the 1950's and has become more popular in the west by the early 1980's. Total quality management was first used by the U. S. Naval air Systems command to describe its Japanese-style management approach to quality improvement.

TQM is a continuous process with predefine quality norms and standards which identify, measure and evaluate Return on Investment (ROI). Total Quality Management is a long-term approach. Individual person cannot achieve the goals and objectives by himself of the organization. It requires active participation and involvement of stake holders, management, and employees at all levels. Working in a team with dynamic goals resulting in multiple benefits of TQM.

Total quality is a mirror image of the culture, attitude and organisation of an organization that aims to provide and continue quality services to provide its customers with not only quality products but also services. The main aim is to satisfy the needs of their customers. The work culture requires total quality in all areas of the including organizations processes with specific aim which promotes doing the work in right procedures from initial stage, identifying the errors and eliminating the unrequired things from the operations. The various researchers are defining the TQM based on their observation and experiences.

Richard J. Schonberger defines TQM as, "The Total Quality Management is a set of concepts and tolls for getting all

employees focused on continuous improvement in the eyes of the customer."

In 1983 Jurow and Barnard defines TQM as "A system of continuous improvement employing participative management and centered on the needs of customers."

Pillars of Total Quality Management

TQM is mainly as the most comprehensive approach towards quality.

T stands for Total

It involved the Integration of the Staff, Suppliers, Customers and other Stakeholders.

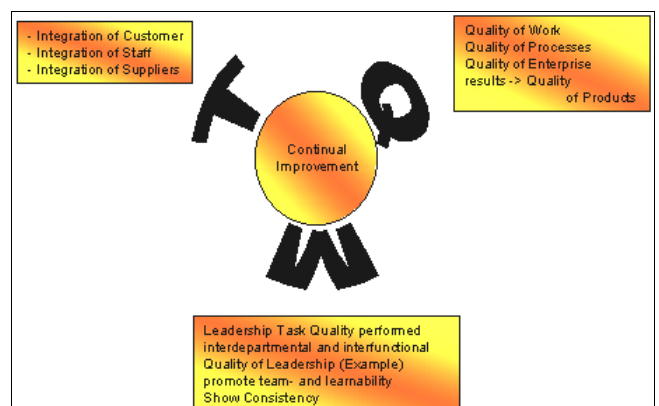
Q stands for Quality

It mainly includes Quality of the work, process, product and the services, quality of Products.

M for Management

It stresses the leadership task "Quality" and the Quality of leadership. From a scientific approach TQM means foundation of Leadership. From the enterprises' approach TQM can be seen as a Leadership Model.

Diagram demonstrates the foundational pillars of TQM



Steps by Step Total Quality Management

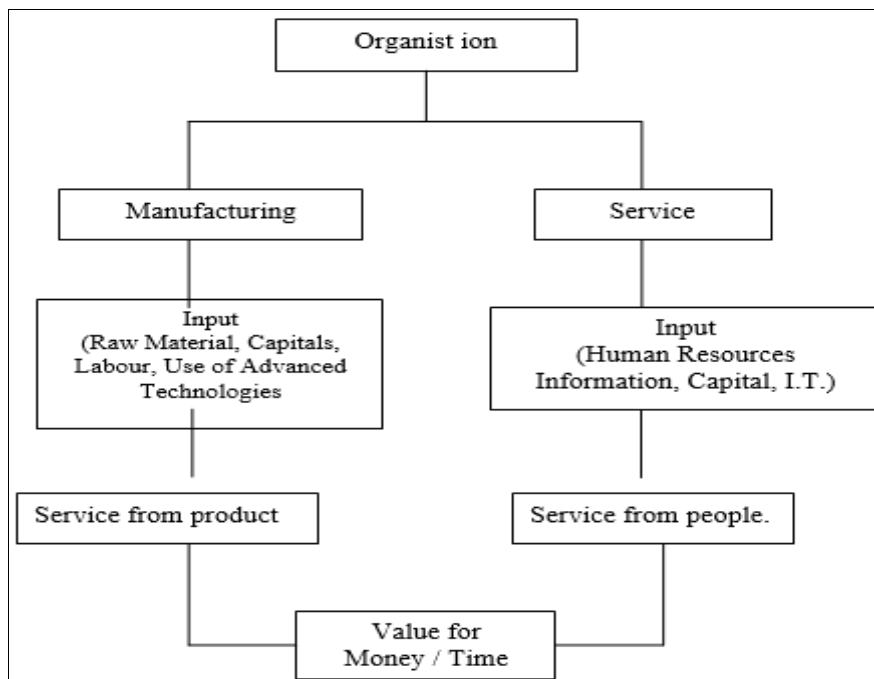
Key factors of TQM are, long term goal, involvement of everyone, proper training, special team for problem solving, analysis of statistical data and thinking and recognition on the feedback received.

Juran gives 10 steps for TQM.

1. **Built awareness of need and opportunity for improvement:** Organization should build awareness about the personal responsibilities which gives the opportunity to improve in work performance.
2. **Set goals for improvement:** Without goals one cannot achieve the targets
3. **Organised to reach the goals:** Everyone from the organization should actively participate to reach the goals.
4. **Provide training:** Proper training is necessary to achieve the goals.
5. **Report progress:** Periodically analyses of the progress play vital roles to identify the gaps.

6. **Give recognition:** Give recognition in the form of promotions or prizes. It automatically creates fare competitions between the employees and indirectly results in the progress of the employer also.
7. **Carry out projects to solve problems:** Identify the gaps and decide the final solution.
8. **Communicate Results:** result should be communicated from top to bottom.
9. **Keep score:** keep the record of score
10. **Maintain momentum by annual increment in the organization:** It helps to boost the work culture.

Thus, TQM is defined as ‘managing the entire organisation, so that it excels in all dimensions of procedure, products and services which help to satisfy the needs of the customers. Every segment of an organization is developed with the implementation of Total Quality Management. ISO defines ‘Quality as the totality of characteristics of an entity that be a on its ability to satisfy stated and implied needs.



Total Quality Management Process

Management of Quality involves

Quality Policy (QP): Quality policy is a policy which is given by the top management of the organisation. They give directions for maintaining the quality.

Quality Control (QC): Quality policy which controls quality. It involved techniques and activities to fulfill the requirements to maintain the quality.

Quality Improvement (QI): Quality Improvement; Activities to improve effectiveness.

Quality Assurance Internal (QA-Int): Activities to provide confidence to management.

Quality Assurance External (QA-Ext): Activities to provide confidence to customers.

When Q. C. and Q.A.-Int is co-related then it is called Quality Management. It is important to satisfy customers’ requirements.

To be successful implementing TQM and organisation must concentrate on the eight key elements.

1. Ethics
2. Integrity
3. Trust
4. Training / Guidance
5. Coordination / Teamwork
6. Direction / Leadership
7. Recognition
8. Communication

Key features of TQM in Library and Information Centres

1. **User-centered service:** The user's satisfaction is the primary goal.
2. **Continuous improvement:** Continuous evaluation of services, processes, products and systems for improvement.
3. **Teamwork and staff involvement:** All library staff are encouraged to participate in decision-making and problem-solving.
4. **Leadership commitment:** Stake holders and library management supports a culture of quality work.
5. **Process-oriented approach:** focus on smooth library operations for better efficiency and service quality.
6. **Fact-based decision-making:** Decisions are made based on data collection, analysis, and measurable outcomes.

Advantages of TQM in Library and Information Centres.

Improved Satisfaction of the library users.

- **Quality Assurance:** Provide high quality of service and periodically improve it on the basis of feedback received from the library users.
- **Better Utilisation:** In crease in utilisation of library sources, staff and time.
- **Staff Motivation:** Committed staff to improvement for good quality of services, more effectively use of Information and Communication Technology.
- **Increased Efficiency:** Reduces error, streamlines workflows, work in a team, produced best quality products.
- **Interpersonal Communication:** Better communication between staff and users. It helps to identify the exact need of the library users.
- It helps the management to evaluate the performance of the library and staff members. It focus on the losses and cost occurring because of poor quality.
- Collection and analyses of received data used for the future planning.
- It also helps in adoption of new technologies to provide best quality of services in the shortest possible time. It automatically built image of the library and institutional reputation.
- Helps in achieving long term goals and overall performance of the library.

Step by Step implementation of TQM in the library based on

1. **User feedback survey:** library should conduct the user feedback survey from its users. It helps to identify the exact need of the users.
2. **Best practices of the library:** library should focus on its best practices and try to reach to its end users.
3. **Performance Metrics:** Periodically library should analyse the performance of the library as well as its students.
4. **Staff training and development:** library management should provide the required training to the staff members to update their knowledge as well as skills.

5. **ISO standards implementation:** library should look beyond the boundaries and should implement the ISO standards for their day-to-day activities and functions. It helps the library to provide better services to its users.
6. **Total Audit:** Total audit should be done on regular basis. It helps the library to analyse the gaps.

Advantages of Total Quality Management in Libraries.

Measuring quality can have following benefits.

1. Helps in identifying the problematic areas and consequently helps in taking the decision to eliminate problems resulting in poor quality.
2. Wastages are minimized.
3. It implements quality programme and decision making.

Critical Success Factors of TQM in Libraries

- The focus should be on user's needs.
- All within the Library should be involved in TQM.
- The focus should again be on continuous improvement in library services.
- The aim should be to design quality into the information product and the production process.
- An effective performance measurement system that measures the continuous improvement from the user's perspective should be introduced.
- Existing rewards and performance measures should be renewed to encourage quality improvement in libraries.
- Appropriate training and education should be given to all the library staff members, so that everyone is aware of the aims of TQM.

Conclusion

To achieve our goals there should be a proper procedure with the quality. Total Quality Management is a culture of work. It results in not only satisfaction of the customers or users but also continuous improvement. TQM becomes unified into all areas of the organization. It covers all functions and system and standard of work, production and services. Library should have provided quality collection and services to its users. Periodically analysis of the task and provide effective training to the employees. Encourage the employees by providing annual increments or prizes. Finally, the aim of the library is to provide best quality of services to its users with Right Information in Right Forms and Formats on the Right Time. The formula for success is of three parts "Effective Training", "Effective implementation" and "Executive involvement".

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