

Full Length Research

Total Quality Management in College Library

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The paper discusses about Total Quality Management and its facets. It shows Total Quality Management is the integration of all functions and process within an organization in order to achieve continuous improvement of the quality of goods and services. This paper focuses on how to implement TQM in college library so as to improve the quality of library services through the use of different elements of TQM, fulfilling the user expectations, developing staff and user commitment and surely generating value for a college library.

Key words: Total Quality Management, quality, management, college library

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INTRODUCTION

Total Quality Management (TQM) is the amalgamations of all functions and process within an organization in order to achieve continuous improvement of the quality of goods and services. TQM shows how Total Quality Management can contribute to improve performance and effectiveness. The Management of Library or Information Centre is accomplished by a combination of basic management functions, roles and skills. The managerial task includes the coordination of human, information, technical and financial resources towards accomplishing organizational goals and objectives. The scientific approach lies in decision making, planning and appropriate use of the technology. A Librarian or information professional working in a one-man-bank situation uses management skills to procure funds for the library, to decide upon its future direction and to plan for new services, and to communicate with management and

other individuals within the organization in order to achieve their library's goals.

What is TQM

TQM has been defined in various ways, meaning a quest for excellence, creating the right attitudes and controls to make prevention of defects possible and optimize customer satisfaction by increased efficiency and effectiveness.

TQM is "a system of continuous improvement employing participative management and centered on the needs of users". [Jurow and Barnard, 1993]⁵

Zaira & Jurow¹ (1991) defines it as "TQM is the combination of socio-economic and technical process towards doing the right things (externally), everything

right (internally) first time and all the time, with economic viability considered at each stage of each process”.

S. Thakur⁶ defines the TQM is a concept which make quality the responsibility of all people within an organization. All the persons involved are expected to contribute to the overall improvement of quality. TQM is the preferred method to increase the user satisfaction. It reduces the defects of the organization and increases the productivity.

So TQM is nothing but a continuous improvement of organizational service through proper manager and individual efforts for the users' satisfaction by doing right thing at right time in a right way.

The Concept of TQM

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. For the success of TQM effecting training, effective implementation and executive involvement is essential.

TQM is the foundation for activities, which include: -

- Challenging quantified goals and benchmarking ;
- Commitment by top management and all employees;
- External and internal alignment;
- Focus on Processes;
- Improvement teams;
- Meeting users requirements;
- Recognition and celebration;
- Reducing time of development cycle;
- Specific incorporation in strategic planning;
- Systems to facilitate improvement;
- To become user driven rather than self focused;
- Total involvement, continuous improvement and leadership commitment;

This shows that TQM must be practiced in all activities, by all personnel, manufacturing, marketing, Engineering, Research & development, sales, purchasing, human resources, etc.

Elements of TQM

Following an international conference in 1990, the conference Board summarized the key issues and

terminology related to TQM:

Quality:

The Quality of an organization depends on customer's satisfaction. Quality is a continuous process and also unending. But many people including library professionals are confused about the meaning of the quality. Quality is often used synonymously with excellence. However, for proper quality management, defining quality and its measurement are essential.

Gravin⁴ (1998) identified five approaches to define quality: -

- i. Transcendent approach (Quality always exists)
- ii. Product based approach (product meeting high quality standard)
- iii. User based approach (quality to meet user's requirements)
- iv. Manufacturing based approach
- v. Value-based approach

In this context of information systems, quality pertains to –

- i. Performance of the system
- ii. Quality and quality of document store,
- iii. Quality of information products judged in terms of defined norms or criteria,
- iv. User satisfaction in terms of value for money spent (cost-benefit) and value for information context (cost-effectiveness). Therefore, the Quality management strategies should integrate these various approaches for achieving improved quality information services.

Performance of the Information System mainly related to: -

- a. accuracy of the services,
- b. adequacy of and need-based services,
- c. timeliness of the services,
- d. Quality of information products.

The information products in LIS can be information abstracts, Bibliographies, indexes, current Awareness Bulletins etc. These products should be produced according to set norms or criteria, (like –following-CCF, Circulation before the information becomes obsolete).

User based approach lies on the idea that quality lies in the eyes of the holder and that the customer or user is the ultimate quality judge.

Quality Control: -

Tannock³ (1992) states that quality control “consists merely of the operational techniques and activities that are used to fulfill requirements for quality, usually interpreted to mean conformance to the required specifications”

Quality assurance: -

Carley and Waldran³ (1984) define quality Assurance as “Planned, deliberate actions or activities investigated and carried out with the intent and purpose of maintaining and improving the quality of learning for participants”.

The principles of TQM to enhance the Library services: -

Library can benefit from the principles of TQM as suggested by Sirkin² (1993) –

- i. Ask vendors to give product demonstrations
- ii. Change hours of operation
- iii. Conduct a user survey about library services
- iv. Creates service brochures
- v. Develop an active outreach program.
- vi. Develop user and staff training materials
- vii. Give a new staff a thorough orientation
- viii. Implement interlibrary loan facilities
- ix. Improve signage
- x. Improve the physical layout of the library
- xi. Library orientation
- xii. Make a Library Brochure
- xiii. Motivation
- xiv. Offer electronic document statement
- xv. Publicize new or changed services
- xvi. Smooth acquisition procedure
- xvii. Target services to specific groups
- xviii. Technology use for easy information retrieval
- xix. Training and development of staff
- xx. Use flexibility in staff assignment
- xxi. User based information services

Librarian must find out what readers want and concentrate upon providing it.

Why TQM in College Library: -

Over many centuries libraries have adopted many different management principles from business, industry, religion, and government. A library is a business that must be operated efficiently and well. A major difference is that most libraries are non-profit organization. Management of vast amounts of information stored in

different formats-printed, electronic, audio, video-requires use of the most modern management techniques.

Today technologies have changed our social and economic life. In the workplace methodologies change, people work at home or on the web with flexible timetables are emerging in different fields. The most important stakeholders in the library are customers, the providers of subsidies, staff, and other libraries. These stakeholders are interested, for various reasons, in the introduction of TQM. The introduction of TQM makes great demands on the staff.

Mainly the specific objectives of the TQM in any college library: -

- Discuss the criteria for Quality assurance in providing quality Information services.
- Examine the application of TQM to Library and Information Science (LIC) sector, with particular reference to college libraries.
- Review the Quality assurance System in college library.
- Understand the concept of quality, Quality control, Quality assurance, TQM.
- User expectation from library users about information products and services of a college library.
- Library and Information Science professionals are facing stiff challenges for information pollution.

Managing Quality in a College Library: -

The applications of TQM represents a new age in the management of an organization. Its elements such as participating management, the personnel training and the responsible service to the users are views that the libraries are already driven by. As a result of this, the libraries are up to improve these principles, which already have been valued positively by them and put them partially in practices. Many college libraries have embarked on plans for implementing quality-related philosophies such as TQM. It is well known that TQM is a management method that libraries can benefit from it in several ways.

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. Library and Information Centres produce catalogue card, indexing and abstracting periodicals, newsletter, database of their collection, subject bibliographies, etc, all of which can be enrich by TQM. TQM can be used in creating information awareness and consciousness among the user and reaching out to the potential users. It can be used in identification of the user group, determination of needs, wants and demand of each user

group, fulfillment of the same through designing and delivering appropriate information product and services.

In each and every college the library plays key role for development of professors, students, researchers in terms of knowledge navigator. Today in the information age the information explosion is very fast. In every movement new information are produced, and it is difficult for the college library to focus on providing the best services possible, and be willing to change to serve its users. Library and Information Science Centres generally exist in relation to their parent organization. They are viewed as a subsystem of the main system. Hence TQM will find its way in the subsystem only when there is such an orientation in the main systems itself. Within the subsystem, the approach has to be accepted by all the Library and Information Science staff involved rather than leaving it to the domain of any public relation staff like circulation and reference.

Benefits of TQM for College Libraries: -

- a. TQM reduces bureaucracy, empower staff and create a team base culture, which is keenly desired for college library.
- b. TQM implementation in the library enhances the image of a library.
- c. TQM helps to detect defects and focuses on practices that identify potential defects to prevent them from occurring.
- d. TQM helps in libraries improves the image of the library staff and helps in public relation
- e. TQM helps for development the qualitative library collections.
- f. TQM help us to maintain qualitative library and information services.
- g. TQM help us for meeting users' needs and expectations in an appropriate way.
- h. TQM empower staff members to develop a sense of self determination.
- i. TQM breaks down inter sectional barriers in a library and promotes co operation and team work instead of competition. TQM reduces grievances among employees and increases general productivity.
- j. Quality of service ensures courtesy, attitude, helpfulness, and treatment of users with respect.
- k. Any positive actions can be taken with the use of common sense, general knowledge, public relation skill, ready with and an intention for overcoming any difficulty that may arise.

Tools and Techniques of TQM in College libraries:-

Steps in TQM:-

If a college library wants to implement TQM, the following

steps should be taken

Phase I: Taking decision in favour of TQM

Steps 1 – Exploration

Steps 2 – Decision to implement TQM

Phase II: Organizing for quality (prepare)

Steps 3 -- Leadership Planning

a. Organizational Behaviour

b. Understanding Users

c. Vision and guiding principles

Phase III: (Start up)

Steps 4 – Identifying services, users

Steps 5 – User's survey

Steps 6 - Identifying and measuring critical processes

Steps 7 – Initial pilot project Team

Steps 8 – Training of team members

Phase IV: (Evaluation and Expansion)

Steps 9: Creating a TQM strategic plan

Steps 10 – Divisional / departmental planning

Flow Charts :-

It is one of the simplest methods of describing the complete operation steps by step. Symbols are used for the Flow Charts.

- i. Operation occurs when an object is intentionally changed in any of its physical or chemical characteristics- an operation adds value to the product.
- ii. Transportation occurs when an object or a person moves from one location to another, excepts when the movement is part of the operation.
- iii. Inspection occurs when an object is verified for quality or quality in any of its characteristics.
- iv. Delay occurs when an object or a person waits for the future action.
- v. Storage occurs when an object is protected against unauthorized removal.

Histograms:-

Histograms are visual representation of the spread or distribution of data. They are also called 'frequency distribution'. In histograms the information is represented by a series of rectangles or bars which are proportional to groups of data. Histograms also illustrate the various measures of central tendency, the mean (average), mode, and median. So, histogram can show how the data are spread out or dispersed. It may also suggest the ways of keeping a process in control. To make a histogram one draws a grid, defines a target for intended performance and then marks the actual performance level.

Run Charts: -

A run chart is a line graph which illustrates how a process

changes over a period of time. It is an effective tool for presenting data.

CONCLUSION & SUGGESTION:

Quality is an important tool for application of TQM in college libraries which can be measured, managed and improved by measuring rod of customer satisfaction and culture which depends to a large extent on leader behaviour towards staff. The whole process of TQM aims at introducing a new cultural change which is likely to bring about greater participation of the employee to achieve the goals and objects of the college library.

The following suggestions and recommendations are being made for the implementation of quality on college libraries based on the above discussion and observation:-

- More funds to be allocated for studying the quality of information services on project basis.
- Quality assurance of Library and Information system should be part of the Quality assurance of university TQM project.
- There is a need to develop standard/ norms for assessing quality of information services with particular reference of college libraries.
- There is need to evolve methodologies and mechanism for improvement of quality information services.
- Training of staff members in providing quality information services.
- The College employees must possess the required skill and knowledge about the product and services of the college library.
- The college authority and employees must be trustworthy.
- The college employee must respond quickly to

meet the customers' request and problem.

- The service or product should be described in such a way so that the user of a library can understand it easily.
- The employees should be friendly, respectful and considerate to its users.
- The service and product should be free from danger, risk, and doubt.
- The service or product and the library staff should be accessible in convenient location at users' suitable time.
- The College Library authority should continuously collect the feedback from the users.
- The service and product should be continuously evaluated to meet the changing needs.

In other words, TQM is basically a philosophy or concept or approach aiming of satisfying customer / user need on a continuous basis (quality first time, every time, all the time) by involving each and every (total) in the system and a lower cost (management). In a nutshell, the librarian of a college library or the authority concerned should remember of few words of M.K. Gandhi, "A customer is most important visitor in our premises; he is not dependent on us, we are dependent on him".

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