CHAPTER-2
REVIEW OF LITERATURE

2.1 Introduction

The investigator has made an attempt to collect the literature in the field of application of Total Quality Management in library sector. He has consulted several primary and secondary sources of information for a review of the literature pertaining to the study. The important sources consulted for this purpose are the Library and Information Science Abstracts (LISA), LISTA, EMERALD and Internet sources. He has also scanned many printed national and international journals and books related to the study.

Total Quality Management (TQM), is a management style that aimed at customer satisfaction. In the organisations in which TQM is applied, customer is in the centre of the organization. In other words, in this kind of organisation the customer comes before everything else. Reaching the highest level of the customer satisfaction is among the targets of the mentioned organizations (Yılmaz, 2010).

TQM was first applied in industries. Colleges and universities have later on gradually started applying TQM principles. Some researchers have documented the experience of ISO 9001:2000 certification and TQM implementation in some higher education institutions. TQM is for achieving excellence and is for continuous quest for excellence. TQM can be defined as a holistic management philosophy aimed at continuous improvement in all functions of an organization to deliver goods and services in line with customer’s needs or requirements (Lakhe and Mohanty, 1994).

Although the last few years have seen a considerable increase in the publication of research work dealing with TQM, there is very little literature that explores the relationship between various factors, either endogenous or exogenous and the adoption of TQM practices by firms. In addition, the controversy about the importance of TQM in improving the performance leads to various researchers and to identify factors behind this controversy.


2.2 Components of Total Quality Management

Dash (2008) highlights about the importance of total quality management in libraries. It is a view that the condition which challenged in libraries of Total Quality Management is very much prevalent here. It is not; however, clear if library managers are effecting the necessary changes to satisfy their clients. In the face of these challenges it is now time for libraries to exhibit that they are valuable to the continued survival and sustenance of their organizations. This can be done best by activity management. Therefore, it is a “system of continuous improvement employing participative management centered on the needs of customers”. Key components of TQM are employee involvement and training, problem solving teams, statistical methods, long term goals and thinking and recognition that the system, not people produces inefficiencies. It is a systematic process, which focuses on understanding customer needs and improving customer services.

Hoyle (2007) in his study has identified TQM factors such as: leadership, strategic quality planning, employee management and involvement, supplier management, customer focus, process management, continuous improvement, information and analysis and knowledge and education. There are many studies already been done on this subject where most of those writing on the subject of TQM argue that improving the quality will reduce costs, increase productivity, increase market share and customer satisfaction.

2.2.1 Leadership

The success of TQM largely rests on the leadership ability to lead the team by communicating a clear purpose and vision. Leaders nurture their task to become the very best at their jobs and that builds quality into the process. In recent years, the management of change institution the role of leadership in quality management has received a considerable attention from the research community. The major studies in this area have been reviewed as under

Wang (2006) in his paper addressed the process of implementing TQM in libraries, stating that it involves a conceptual change in library professionals and a cultural transformation in the organizational operations. Teamwork is important for the successful implementation of TQM. Every step of the process depends on the constant
support of top management. Their role determines how far the implementation can go. Therefore, once a decision is made to apply TQM, strong leadership is required. TQM provides a model and a benchmark as guidelines in making new strategies in libraries facing today’s great changes. It is arguable whether it is feasible to apply the principles without reservation, but it is reasonable to adopt the techniques with adaptations suitable to the library environment.

Sherikar and Jange (2006) conducted study among Indian research libraries showed that none of the respondents were fully satisfied with the work culture in their library. However, the majority of professional staff was highly satisfied with the librarian’s leadership quality, creating and maintaining cordial relationships amongst library professionals. A key observation was that in services, there was a direct interaction between a customer and the library staff and fulfilling their requirements through the service delivery process is both challenge and an opportunity. A university library adopting total quality management in its activities and services needs to emphasize the importance of quality management to services.

Byrd (1998) in his study examined TQM implementation in three community college libraries and/or learning resources centers in the USA. The results showed that the leadership role is significant in promoting among staff the goal of never-ending improvement and in maintaining the momentum of the quality effort. The results also indicated that TQM does have the power to transform libraries in the broad categories such as management, cross-training, staff development and technology.

A comparison of the remarks of the staff about what advice they would give to a community college library thinking about implementing quality reveals that they would inform fellow colleagues of four things: TQM takes time and work; the institution’s top management employees must support TQM; Top managers at the institutional level must relinquish control in favor of participatory management for TQM to work; and The TQM effort must involve everyone in the institution.

Maxine (1998) identified five challenges for leadership and management skills which includes: to develop a positive enterprise culture; to upgrade the capabilities of the vocational training and education sector, capitalizing on the talents of diversity, best practice management development and achievement of best practice.
Pilling (1997) stressed that several major features of total quality management that are highly relevant for libraries, such as: the emphasis on customers; the delegation of work; the involvement of staff at all levels; process rather than function and the need for continuous improvement.

St. Clair (1996) argues the value of total quality management to the success of information delivery in libraries, describing the basics of quality management for information management and investigates two features viz. the desire for quality, and enthusiasm and support of senior management, both vital to the success of TQM.

2.2.2 Policy and Strategy

Williams and Dearie (2013) in a case study describes a large-scale, highly participatory strategic planning process employed at a large public academic research library. In academic year 2008-2009, The University of California San Diego Libraries faced unprecedented budget reductions that, along with the continuing shift from print to digital content, called for a different approach to strategic planning. Based on this, the Libraries' Administration charged a 22-member Strategic Planning Working Group to develop a draft strategic plan based on extensive solicitation of ideas and perspectives from Libraries staff, users, and partners. Benefits of the process included increasing staff engagement, creating a sense of ownership of the strategic plan, and developing action ideas. Drawbacks included the significant investment of time and a need to avoid over-engineering parts of the process. Overall the process resulted in an energized staff committed to charting the libraries' future.

Stanley and Seaman (2012) critical component of strategic planning is creating a shared-awareness among library staff of the potential societal, political, economic and technological changes that will influence how future users will create and consume scholarly materials, what will be expected of library services, and how facilities will be used. The ACRL futuring scenarios were adapted at the beginning of the Ohio University Libraries strategic planning process to identify such themes and concerns.

Aamot and Foster (2007) discuss how libraries can get the most out of their strategic planning efforts. The reason for investing a library's resources in strategic planning should not be just to create a plan for implementing existing strategies, but also to help improve its strategic thinking capabilities and make better choices about the
future. One of the most valuable aspects of the planning process comes from the framework it can provide for facilitating the natural emergence of new ideas by encouraging ongoing strategic conversations, creating opportunities for new voices and ideas to be heard, and developing an organizational atmosphere open to new perspectives and experimentation. Libraries must reframe their assumptions about why they engage in strategic planning to include creating an organizational environment conducive to strategic thinking and the natural emergence of new strategies, so that the practice can take on increased value as a management tool.

**Brown and Black (2007)** in their article reviews the origins of strategic planning and its various uses in academic libraries, and then discusses several positive and negative impacts of strategic planning on academic libraries. The inclusion of fundraising, the acknowledgment of the political impact to strategic planning, the continued preparation in the use of technology and understanding the strengths and weaknesses of the process may have a positive impact for academic libraries. Thirty-five years after strategic planning checked into the library, can strategic planning effectively contribute to managing academic libraries for the future?

**Bridges (2005)** in an article stated that marketing is an essential role for hospital libraries, even though many libraries did not see themselves as marketers. Library work involved education, and there were parallels between marketing and education as described in this article. It was incumbent upon hospital librarians actively to pursue ways of reminding their customers about library products and services. This article reinforced the idea that marketing is an element in many of the things that librarians already do, and included a list of suggested marketing strategies intended to remind administrators, physicians, and other customers that they have libraries in their organizations.

**Abraham (1999)** in his article identified certain new products for libraries and information services by identifying the gaps in the product/services through a review of current product market situation. The paper explained the process of introduction of new products/services such as generated ideas for new products, evaluate and feasibility study of the new ideas, translating the ideas into full blown product/services, test for acceptance/feasibility of new products, check the
commercial feasibility of new products, develop marketing strategy, testing marketing and launch the product.

**Kaur, Amritpal (1999)** in a paper urged the university libraries should adopt a marketing approach because of the deduction in the funding from the governments, government bodies to the university libraries for the cost of products and services. The stress from the government to the universities to generate their own resources is quite high. Also the users willingness to pay for services as reprography, microfilms, interlibrary loan, computerized search services, internet browsing and e-mail and have becoming more and more demanding. The users expected speedy delivery, easy access and range of services. So the marketing policy of the library needed careful planning, structuring, execution and evaluation with regular review.

**Dorsworth (1998)** stated in a research paper that the academic libraries must guard against complacency and should market their information products and services. A marketing plan that identified the actions necessary to be taken by the library to promote itself or its services should be an integral part of the libraries strategic plan. The study identified various component activities of a traditional marketing plan. A model plan incorporating the identified components was prepared and applied in the Government documents and microforms at the Department at Lauinger Library of George Town University, Washington, DC and the result was encouraging. Suggestions for promoting library products and services based on the study were also included.

### 2.2.3 Staff Management

An article by **Saarti and Juntunen (2011)**, aims to describe how the strategy was defined; how the organization developed as well as the working order and how a quality manual for the new merged library was created. They found that the library could utilize its quality management system in merging the two libraries and their service production. It is important for the whole staff to participate in the process. The benefits of a participant management style as well as retaining the best practices from the old libraries into the new unit are emphasised.

**Miller and Stearns (1994)** define quality management (QM), describes its key principles and discusses their application in an academic library context. Describes a
team management approach and explains the differences between committees and teams. Identifies the barriers to and benefits of QM and describes the implementation of a QM system in Bowling Green State University Libraries, Ohio, and the adoption of a management philosophy statement in support of the mission of the organization.

2.2.4 Team work

Wang and Ahmed (2001) have suggested that strong internal motivation and emotional involvement are necessary if quality implementation is to be successful. In addition, they have again suggested certain practices that will support a quality philosophy, including the involvement of top management as a team, the adoption of a quality philosophy, an emphasis on quality-oriented training, a focus on the customer, and a policy of continuous improvement. Communication plays a key role in the TQM implementation. However, the quality goals must be the same at different organization level, and well wide-organization communicated.

2.2.5 Training and development strategy

Training and development form the core aspects of human resource investment for the successful implementation of quality management. Without the training sessions, quality management will be colossal failure. Proper training will provide the library professionals to implement TQM in their respective area; towards the pursuit of quality improvement. Studies relating to training and development are reviewed as below;

Ismail (2009) viewed the critical success factors as those things that must go right in order to ensure the successful implementation of TQM. One of the earlier studies that analyzed TQM critical success factors was done by Saraph (1993) who identified eight critical factors: top management leadership, role of quality department, training, product design, supplier quality management, process management, quality data reporting, and employee relations.

Raina (2005) made a study in India, the library of the Indian Institute of Management, Lucknow (IIML) has been conducting innovative continuing professional development programs for professionals engaged in the library and information sector for many years. More than 30 such programs are employed in the context of library and information systems and services, in areas such as: Quality
Feedback from the participants has continually been revealing that the programs were very well received, and at times had even surpassed expectations. As a result, significant positive developments have also been seen to have taken place in many of the participant’s library and information systems as far as their collection development, collection organization, service design and delivery activities are concerned.

**Aschcroft (2002)** carried out a study at Liverpool John Moores University investigated the promotion and evaluation of electronic journals in academic library collection. An e-mail questionnaire was used to survey librarians with responsibility for the management of electronic journals in UK and North American higher education libraries. The study found that e-journals are becoming an essential element of academic library collections. It also discussed the cost implications and best value. The study also considered the prevalence and benefits of purchasing consortia. The study revealed the possible benefits from the supply chain and management skills in a changing collection environment demanded the need to train librarians in effective evaluation and marketing skills.

According to **Glowacka (2001)**, the Total Quality Management (TQM) directs all the library activities towards the fulfillment of needs and requests of library users and of the broader community. To achieve these ends the library should continuously monitor user needs and the degree of their satisfaction, organize collective work, increase responsibility of each staff member for the library work, allow for continuous training and professional education, adopt correct management attitudes unleashing staff initiatives, determine quality indicators and continuous use of these indicators in library work.

**Spang (1996)** a seven step process, based upon the total quality management cooperative problem solving principle was adopted at Wayne State University Libraries, to construct a cost effective rotational cross training programme designed to improve reference and referral service among its five libraries. The study comes out with practical steps for mangers and librarieans in formulating programme objectives.
and structure, and provides a perspective on changing manager and librarian roles in service education.

**Ciampa (1992)** identified seven factors critical to quality process: influence, responsibility/authority, innovativeness, desire to change, satisfaction, teamwork, and common vision/benchmarking. In 2002, Antony found that the critical success factors of TQM implementation are: training and education, quality data reporting, management commitment, customer satisfaction orientation, role of the quality department, communication to improve quality, and continuous improvement. Anyhow, various critical success factors are proposed by different writers due to their different qualification background and work experience.

**Hall (1999)** the research study presents the findings of research that aimed to develop a better understanding of the skills required in teamwork of British University libraries and the best ways of developing the skills. The teams studied were found to be leader focused and the most frequently cited examples of good teamwork tended to depend on attitudes rather than skills.

### 2.2.6 Resources

**Broadsky (2004)** conducted a study in Sonoma State University Library argued that while most college campuses have strong support for the libraries, as competition on university campuses for limited financial resources sets tougher, support for libraries can be more theoretical than actual. Library users were unaware of the complexity of and expenses required for library services. Not only must libraries compete for limited financial resources, they must also compete in a complex information market place. Today, libraries must market themselves to their constituents to ensure that services were utilized and appropriate resources were allocated for all formats of library materials. The study found that by committing to a strong marketing program, the University Library at Sonoma State University developed strategic plans to gain broader support from faculty, students, administrators and greater use of services. Libraries wishing to explore the possibility of integrating marketing efforts or libraries in the process of a move can adopt and/or adapt some of these techniques.
2.2.7 Processes

Article by Saarti and Juntunen (2011), sets out to describe the building of the quality management system in one library and especially how different types of quality measurement systems statistical analyses, benchmarking, surveys are used in order to improve the quality of the library services. A major emphasis is placed on the involvement of management at both the strategic and everyday levels. This paper takes the form of a case study approach. It was found that a multi-faceted measuring approach helps in the management, planning and public relations of a library. The paper is based on the experiences of one library. The paper gives examples of the implementation of the quality management system's customer feedback and process performance evaluation inside an academic library. This paper provides a model for a basket of indicators for a library's core processes and results.

Di Domenico (2004) explains starting from the 1990s, the library world began to deal with the organizational culture of quality, with studies and applications that referred mainly to Total Quality Management (TQM), to ISO standards and the questions of customer (user) satisfaction. The culture and horizon of quality, especially in public and service structures, can moreover still be extended, and this in more than one aspect: greater involvement of the stakeholders in evaluation and service improvement activities, greater orientation towards the mapping and replanning of organizational processes, greater attention to the specific systems of quality in the contexts in which the processes of management and knowledge-sharing are central, greater availability of tools for self-assessment. A particularly fruitful and functional model for enriching the quality systems in the library is that proposed by the European Foundation for Quality Management (EFQM). The EFQM offers itself as an evaluation tool available to organizations: it helps them to systematically and globally measure the progress achieved towards attaining excellence, to understand their delays, to find improvement solutions. In EFQM method, the emphasis falls on the measurement of effectiveness and of customer/user satisfaction, on the achievement of the performance objectives and on the management of the processes.

2.3 International Organization of standardization (ISO)

Quality has been defined in many different ways and it forms a complex and subjective concept, incorporating at any given time the true (expressed and implied)
needs of all those involved. A possible approach in the context of library and information services is the implementation of a well-known quality management system such as the ISO 9001:2000.

**Balague and Saarti (2009)** explores benchmark two ISO 9001:2000 based quality management systems, one in the Universitat Autonoma de Barcelona, Spain, and the other in Kuopio University, Finland. Design-methodology-approach - The paper is a case study in which both libraries' approach to the building of their quality management system are compared. Findings - The ISO 9001:2000 guides institutions so that they will develop their quality management systems along similar lines. Both libraries have devised the same kinds of solutions to the key points of the standard and it has helped them to develop their services and analyze how they have succeeded in this task. Research limitations-implications - The paper is based on the experiences of two libraries. Practical implications - The paper gives examples for the implementation of the ISO 9001:2000 quality standard inside an academic library. The paper provides ideas on how a quality system is best developed

**Stoma and Pedagogiczna (2009)** define the Pedagogical Provincial Library KEN in Lublin (PBW) (http://ken.pbw.lublin.pl/) is one of the oldest pedagogical libraries in Poland. It was established on April 6, 1927 as the Central Library School District Board of Education, Lublin. For more than eighty years it has served teachers, helping them in education and professional development and inspiring creative teaching and educational activities. In 2002, it became the first Polish library to establish and implement a quality management system according to ISO 9001:2000. Getting the certificate of Quality Management System (QMS) was the institution's response to the demands of education reform, which required all educational institutions mandated to examine the quality of their work.

**Kostagiolas and Kitsiou (2008)** this paper aims to investigate and empirically assess the current issues and the perceptions for quality management systems implementation in Greek academic libraries. An empirical qualitative survey based on the development of a questionnaire for semi-structured interviews with the directors of Greek academic libraries. The study was conducted in regard to the effects of quality management system implementation. The comparisons between approaches to, and perceptions of, quality management need to be balanced. An interest for ISO
ISO 9001:2000 has been observed in academic libraries in Greece. The study of the current attempts for implementing quality management systems as well as evidence about perceptions regarding ISO 9001:2000 of libraries directors may aid in the development of policies for quality management in academic libraries in Greece.

Zhan and Zhang (2006) a study aimed Hainan University Library implemented TQM in July 2004 and passed the authentication of ISO 9000:2000 in 2005. The TQM implementation brought many changes in this library and brought it from being an isolated island into the international arena. Institutionalizing TQM in a library requires a quality culture among the library team that prompts customer delight through continuous improvement involving participatory and creative problem-solving approaches and a team ethos.

Pandi and Rao (2007) have explained about the application of TQM for achieving global quality in technical institutions. Thus till date there are research papers which give the outline of various quality improvement concepts such as ISO 9001:2000 QMS and TQM in technical institutions. In this paper the authors try to find out through Librarians perception the consequences of practicing TQM in technical institutions.

Sarda, Kallurkar and Bonde (2006) has explained the role of six-sigma in technical institutions for the continual improvement of the student that the ISO 9001:2000 certified engineering institutions are moving towards the path of TQM offering better quality of service than the non-ISO certified intuitions

Glowacka (2006) presents the principles and benefits of two approaches to quality management: ISO 9000 standards and total quality management (TQM). The author analyzes one of the most important effects of quality management implementation: the introduction of "learning organization" culture building the social infrastructure for the quality management in the libraries. She also discusses the influence of the described approaches on librarians' professional roles.

Selvi (2002) argues that a value added information service can only conform to the requirements of users and user satisfaction, achieved only by the implementation of total quality management (TQM) principles in library and information services. To achieve and implement TQM for the system, library professionals need to learn and
understand the core concepts of TQM and ISO 9000. Defines what is quality service and the steps necessary for its provision in the context of academic libraries.

2.4 TQM – Basic issues and principles

Ngulube and Odera (2011) explored to identify the performance measurements used for the evaluation of quality in Kenyan university libraries, with the aim of determining the perceptions of university librarians towards performance measurement. The study established that the majority of the university librarians considered 25 of the 26 performance indicators important. More than 60% of them considered 11 of the 20 performance indicators very important. The study recommends the use of nine performance criteria and 26 indicators for the evaluation of the quality of university libraries.

According to Sinha and Rao (2008), quality is a relative concept, closely linked to the level of user expectation and requirements. The relative nature of quality leads ultimately to excellence. Quality management includes effectiveness and efficiency rating, cost control, service assessment, user-oriented analysis. In the University system, libraries are the backbone to support the concept of quality academic functions. Unless and until, there is a quality approach in managing knowledge resources at library, it is difficult to expect quality in academic activities in a university. In order to adapt to these new circumstances, universities are implementing new management procedures, and, for their part, university libraries are forced to make fundamental changes in order to conduct their business in line with managerial criteria. In this direction, an attempt has been made on Quality Management Model for Knowledge Resource Management and presented Assam University Library as a case study. The paper describes about the conceptual framework of Quality Management Model (QMM), objectives, steps of QMM, and impact of Quality Management (QM) on marketing concept in library and information services, QM and HRD, QM and Information Communication Technology (ICT), application of library and information services to the knowledge society.

Das (2008) dealt with the marketing of library and information services in the global era. The paper discussed about the marketing concept of today’s library and information centers covering various topics such as management of libraries and commitment to customer’s satisfaction. It also described customer/users topic such as
customer’s priorities, customer’s expectations, individuality responsiveness, relationships, quality of services, professional skills and competencies and value added services. The study revealed that the services should be value added according to the current requirement of the users. It was concluded that the modern libraries are information markets and the library users are consumers of information. The ultimate objective of the marketing of library and information services should be the dissemination of the right information to the right user at the right time.

Guido and Isabell (2008) examined whether guerrilla marketing strategies may be suitable for introducing information services. The necessary prerequisites for that were explored based on applying cross-case analysis findings from industry examples to information services. It was based on a conceptual framework illustrating differentiating and positioning hypothesis for information services. The paper provided a conceptual framework related to the question of degree of utilization of information services in their relevant target groups through marketing efforts. It also provided alternative ways of thinking and acting for information services by librarians.

Kaane, Sophia (2006) made a study aimed at providing an understanding of what librarians thought about various identified marketing concepts and competencies needed for librarians in terms of marketing. The study based on a descriptive research design. A self administered questionnaire was designed to elicit responses on a variety of marketing competencies. The first part of the questionnaire consisted of the respondent’s data about their position and type of institution they worked in. The second part of the questionnaire presented respondents with statements as to their understanding of marketing for reference and information services. The level of agreement presented on a five point Likert scale. Data was collected from information professionals all holding various positions in various types of libraries. The study revealed the vision of delivering an effective reference and information service efficiently will be realized only when librarians participate in marketing of their services. Librarians must develop an in-depth knowledge of models, theories and process of market reference and information services effectively. The study proposed a framework of action to respond to the challenge of staff competence in marketing reference and information services.
Sahu and Mahapatra (2006) in a paper discussed the application of conventional concept of services marketing in digital library in modern era. The aim of the study was to correlate marketing as a concept to the provision of digital library services. It argued the unique characteristics of information products demanded a new approach to marketing defined as information marketing. In view of the social, economic and technological changes, library and information centers have begun to realize that marketing of information products and services is an integral part of administration. On account of information explosion, the technological revolution and escalating library costs were responsible for encouraging the library profession to develop a professional marketing approach in its operations and services. The concept would help to provide right service at right time and the right price to right users in the right place with support of quality staff.

Talukder and Ghosh (2004) stated that TQM is the art of managing the whole to achieve excellence. The golden rule is a simple but effective way to explain it. TQM is defined as both a philosophy and a set of guiding principles that represent the foundations of a continuously improving organization. It is the application of qualitative methods and human resources to improve all the processes within an organization and exceed the customer needs now and in the future. TQM integrates fundamental management techniques, existing improvements, and technical tools under a disciplined approach. In the other words, TQM is focused on the understanding that organizations are systems with processes that have the purpose of serving customers. TQM calls for the integration of all organizational activities to achieve the goal of serving customers. It seeks to impose standards, achieve efficiencies, define roles of individuals within the processes and the organization as a whole, reduce errors and defects by applying statistical process control, and to employ teams to plan and execute processes more efficiently. It requires leaders who are willing to create a culture in which people define their roles in terms of quality outputs to customers.

According to Begum (2003), in a service organization like an academic library the customer satisfaction means fulfilling expectations. Librarians must find out what readers want and concentrate upon providing it.
In a library there are basically two types of customer: those who are in a hurry and those who want to kill time. An academic library has to identify these and serve them accordingly. The expectations that the customers bring to a library have a critical effect upon their perceptions of quality. It is better to acquire a reputation for one or two factors which are important to customers and to concentrate upon developing those. Service delivery is like a theoretical performance. If customers are to gain maximum benefit from a service, they must know how to use it. So, properly planned user education is a must for an academic library. People have to develop a culture and commitment towards quality service in an academic library.

India's University Grants Commission (UGC) has set up NAAC (National Accreditation and Assessment Council) to conduct audits and inspections on the quality of service provided by educational institutions, including library service. Grants are linked to the outcomes of these assessments. In light of this, academic libraries must develop systems, philosophies, and strategies for managing quality. In a service organization like an academic library, customer satisfaction means fulfilling expectations. Librarians must find out what readers want and concentrate upon providing it. Designing an appropriate service means asking who the customers are, what they want, and what the organization can provide (Begum, 2003).

According to Rout (1998), Total Quality Management (TQM) principles are yet to be applied in the libraries of India. TQM involves management responsibility, personnel and material sources and a quality system structure. The Quality Circle, a new approach to library management can be adopted to achieve success in the library operations and programmes. Discusses implementation of TQM in university libraries and suggests a TQM model to bring a total quality approach for a customer-focused library. TQM aims at introducing a cultural change which is likely to bring about greater participation of employees in information management activities in university libraries.

Meera (1998) opines that Total Quality Management (TQM) is a people-focused management system that aims at continual increase in customer satisfaction at continually lower cost. It is not a tool in itself, but tools and techniques of Statistical Process Control form an essential part of TQM exercises. Describes Process flow diagrams, Pareto diagrams, Cause-effect diagrams, and their applications in
management of libraries and information centers. There are other techniques of TQM, which can also be used in the library environment but need statistical computations.

**Juran and Gryna (1995)** define customer-driven quality TQM has a customer-first orientation. The customer, not internal activities and constraints, comes first. Customer satisfaction is seen as the organization’s highest priority and the organization believes it will only be successful if customers are satisfied. The TQM organization is sensitive to customer requirements and responds rapidly to them. In the TQM context, “being sensitive to customer requirements” goes beyond defect and error reduction and merely meeting specifications or reducing customer’s complaints. The concept of requirements is expanded to take in not only product and service attributes that meet basic requirements, but also those that enhance and differentiate them for competitive advantage. Each part of the organization is involved in total quality, operating as a customer to some functions and as a supplier to others.

The concept of continuous improvement is a critical success factor of any organization and should be used as the foundation stone upon which every successful TQM initiative should be built. This view is shared by **Handy (1994)**, who stated: “the world keeps changing. It is one of the paradoxes of success that the things and ways that get you where you are, are seldom the things that keep you there”. The main components of TQM are supported by a number of techniques and activities. If TQM is to be successful in an organization it must be actively supported by senior management.

TQM addresses the issues of customer satisfaction and guidance on implementing the marketing concept. The 1980s brought about a business process of continuous improvement to satisfy customers’ needs (**Buzzell and Gale, 1987**); through an external focus on customer satisfaction and an internal focus on operational excellence, TQM has promised superior performance. TQM also offers managers a host of supporting tools and organizational prescription (**Churchill and Paul, 1994**).

According to **Gottesman (1992)**, Total Quality Management (TQM) means empowering each employee to do their best work, high commitment, risk-taking, optimal customer service, and the understanding that TQM is a 'moving target' that
requires the highest performance in the long-run. TQM is not a single goal to be achieved, but a continuous improvement process, leading to the best achievement possible and customer satisfaction. A library/information services centre can adopt the TQM process to provide user oriented services via state-of-the-art technology as offered by 'Intel'. This involves: arranging the collections according to the user's satisfaction and requirements; delivering weekly abstracts of new issues received directly to the client's desk (via the LAN) providing hard-copies upon demand and according to information profiles; establishing a 'self-learning' station with CD-ROM and a video corner and using the network to provide the requested information from other Intel libraries in the US and elsewhere.

Schein (1991) identified one of the common causes of failure of TQM programs as being a lack of top management commitment. If employees are confident that senior management strongly supports a TQM initiative, they are more likely to become involved in that organization’s TQM efforts. Successful employee empowerment and involvement are essential components of any TQM program.

The “total quality” concept is a general philosophy of management which goes well beyond the marketing customer-perceived view of quality by including all key requirements that contribute not only to customer-perceived quality, but also customer satisfaction. The early 1990s brought recognition of this total quality concept by various management scholars. Numerous studies have been conducted and a range of books has been devoted entirely into total quality, focusing exclusively on product and service quality management (Zeithaml and Perry, 1990).

TQM is the application of a number of activities with the perfect synergy. The various important elements of TQM are: customer-driven quality; top management leadership and commitment; continuous improvement; fast response; actions based on facts; employees participation; and a TQM culture (Crosby, 1979; Deming, 1986).

2.5 Factors influencing TQM

TQM factors, as they have been detected in recent studies are the following: leadership, strategic quality planning, employee management and involvement, supplier management, customer focus, process management, continuous improvement, information and analysis and knowledge and education, there are many
studies already been done on these subjects by Subburaj (2005); Oak-land (2003); Hoyle (2007); Van der Wiele (2000); where, most of those writing on the subject of TQM argue that improving the quality will reduce costs, increase productivity, increase market share and customer satisfaction.

Yang (2008) found that TQM practices including quality management, process management, employee empowerment and teamwork, customer satisfaction management, quality goal setting and measurement, supplier's cooperation and quality tools training have positive effects on customer satisfaction and that the adoption of TQM principles is an effective means by which companies can gain competitive advantage. The implementation of the TQM practices also helped companies to improve their image, employee's satisfaction and quality awareness.

Jitpaiboon and Rao (2007) used the meta-analysis approach to examine issues regarding the TQM measurement reliability and the relationships between TQM practices and organizational performance. According to them, there is no consensus on the relationship between TQM practices and organizational performance. They showed that all TQM practices are positively related to internal and external performance. More specifically, top management support had the highest impact on both performances. The TQM practices, which had medium sized impact on internal performance, were strategic quality planning, supplier quality, benchmarking, employees training and customer focus, while employee involvement had a higher impact. The TQM practices which had medium sized impact on external performance were benchmarking, customer focus, while the TQM practices which had a higher impact on external performance were strategic quality planning, suppliers quality, employee involvement and training. These results prove that the quality management not only helps companies to improve their internal environment and effectiveness but also their external status.

Wenhong (2006) studied the marketing and service promotion practices in the Library of Chinese Academy of Sciences. The objective of the study was to call for application of marketing in the library area, especially libraries supported by public budget based on the experiences within the library of Chinese Academy of Sciences. The paper gave a summary of the current situation, analyzed problems and suggested new methods. It explored and evaluated the use of marketing tools, service promotion
experiences and new techniques in a large library context and explored the boundaries between real and virtual libraries and service provision. It was a case study of service provision promotion practices, discussed user-centered website design, and how market-oriented problem solutions can help to enhance a library’s customer relationships.

**Omachonu and Ross (2004)** define focusing on the continuous improvement of operating processes and systems, errors are minimized. When mistakes are experienced by the firm minimally or even eliminated totally, the cost involved in correcting errors and the resulting delays are addressed. In addition, the conscious quality direction of managers and employees also ensures that the products or service delivered to end consumers are of the quality intended by the firm. The development of this value also supports the minimisation of errors and delays that allows the firm to save on costs.

When considering the effect of the level of competition faced by the firm, it might be expected that an industrial plant attempting to sell its products on a highly competitive market, will be urged to adopt TQM practices in order to improve the results of its productive system and thereby better position itself. Most of the studies that have tackled this question in more or less the same way fail to provide a support for this argument (**Benson, 1991; Powell, 1995**). Yet, **Premkumar and Roberts (1996)** suggests that the perceived level of competition was supposed to affect positively innovations adoption. **Djerdjour and Patel, (2000)** proved through 4 case studies that the main strength that makes firms implement TQM is the competition threat something which was also confirmed by **Chong and Rundusb, (2004)**.

**Kavulya (2004)** conducted a study in the selected university libraries in Kenya revealed that regardless of the type, libraries were under pressure to justify their existence and funding through provision of customer or market-oriented services. That required a shift from product of service orientation to customer or need orientation. The study aimed at to identify the various types of library marketing covered out in the university libraries in Kenya. It also examined the methods used by university libraries in Kenya to market their services to different categories of users and the problems experienced therein. The population of the study consisted of six university libraries in the government sector and five in the private sector serving the
academic community in Kenya. Among those two each from government sector and private sector were selected as samples. Data collected through interview using an interview schedule. The chief librarians of the selected universities were interviewed. Different marketing concepts provided libraries with the tools for collecting and analyzing useful data about information needs of customers, which assists in designing, developing and delivering appropriate services. The analysis revealed that there was a strong support for marketing of library resources. It concluded that, although efforts have been made to achieve this, more emphasis must be put on promotion of the already existing services and therefore on the need for university libraries in Kenya to adapt more systematic techniques in collecting data on their user needs, if they go to design and delivery services that fit user requirements.

Oakland (2003) showed that customer orientation and support of top management constitute the key factors in achieving the benefits like cost cutting on maintenance of applications, increased management control, improved quality of products and services, greater customers satisfaction, enhanced productivity, slashed time consumption on production, optimization of human resource use and flexibility in reaching out to customers.

Hendricks and Singhal (2003) found that firm size affects the extent to which TQM practices are implemented; make a comparison between the PME and large firms experience in the TQM field. They found that it is easier to the PME to make a cultural change and introduce TQM successfully. This result is confirmed by Ghobadian (1998) through a deductive research in 4 firms with different size and activity.

By focusing on these aspects, business firms should be able to develop strong relationships with consumers for purposes of deriving information on customers’ demands and feedback to deliver products and services that meet these demands and communicating the value offerings to customers as a competitive strategy (Bartol and Srivastava, 2002).

Several writers have suggested that the problem with TQM and business excellence lies not in the models, but in their implementation, and that the main
difficulty lies in fitting total quality into daily management practices and work methods; (Chattopadhyay, 2001).

Evans (2000) states that since customer service and demand timing constitute important considerations of total quality management, business firms implementing TQM focus on the continuous improvement of its products and services, eliminate defects, prevent mistakes, and place due importance on the role of front line employees.

Van der Wiele (2000) state that there is a positive association between the introduction of TQM and tangible benefits. TQM has a direct impact on financial results, provided its implementation is well directed and planned and provided there is strong commitment in sustaining continuous improvements which focus on benefits for the end customer. So, the ultimate objective of a quality management system is to assist the organization in its quest for financial health.

Martey (2000) studied the important variables involved in marketing the products and services of academic libraries. The importance of the quality of service and a focus on the customer was emphasized. Though inadequate funding may affect delivery of services, the academic librarian should be motivated by this challenge to plan and implement a marketing strategy to ensure heavy patronage. Heavy use determined the worth and survival of the library in the face of staffs’ competition from new and aggressive entrants into the information marketplace. It concluded with realities of the library situations in Ghana academic libraries obviously cannot market what was not available. They may not be in a position to provide quality services to users because of the serious problems of funding and retraining that Ghanaian librarians are struggling to solve. Suggested that however small the service was, there was a lot to be gained by embracing the marketing concept.

Lee and Palmer (1999) they found that the small organizations in Newzealand are more satisfied by ISO certification and do not seek to adopt TQM principles.

Kayis (1998), Kim and Shin (2003); and Fitzgerald (2003) found that a power communication is a barrier to TQM implementation in the Australian context. The size of a company, measured in terms of the number of employees, is one of the most reliable predictions of whether that company is generally willing to accept and
introduce innovations. Large companies are usually more demanding in terms of the resources needed for innovation, this includes groups of staff at corporate level to back up moves towards change and provide a framework for it to be implemented. Large companies also tend to be more complex and diverse, which means that they have a greater number of areas, or aspects, in which they need to introduce innovations.

Considerably varied results have emerged from studies attempting to investigate the relationship between company size and the degree to which the company takes up TQM practices (Lawler, 1998).

Taylor (1997) proved that the small organizations were much more likely to confuse TQM with quality assurance; they are also less knowledgeable about the TQM goals and about the TQM value as a strategic approach to attracting customers. Subba Rao (1997) prove the same result at international level.

Jaafari (1996) establishes that a true, equity and openness based communication make the prerequisite basis for the successful introduction of TQM in the construction projects. Nevertheless, communication is one of the important problems of current management. It seems to play a key role in the managerial and organizational effectiveness (Ghobadian and Gallear, 1996; Yvas, 1995);

Rowley (1996) explores some of the issues associated with the implementation of total quality management (TQM) in a library and information service environment. 6 main elements of TQM are identified: quality as customer defined; internal and external customers; employee involvement; error free processes; performance measurement; and continuous improvement. Discusses the issues that need to be addressed in the implementation of TQM in library services including: defining quality; clarifying customers; establishing quality as a strategic issue; organizational structure; organizational culture; and human resource management. The implementation of TQM in the library and information service environment poses interesting challenges on the road to potentially significant benefits.

Jaafari (1996) indicate that the previous experience with management practices considerably affects the future choices to adopt a managerial innovation. They
suggest that a good previous experience with quality has a positive impact on the intentions to implement a TQM program.

**Groenewegen and Lim (1995)** outline the successful application of total quality management (TQM) techniques to the development of a quality assurance project at Monash University, Victoria. Pays particular attention to the 2 Pilot TQM Projects established by the library: one relating to possible reductions in the time taken to acquire urgent student reading materials; and the other relating to the feasibility of placing orders for books using the PALS online facility.

**Powell (1995)** though a sample of 54 US firms, discovered a very slight negative correlation and failed to find any significant correlation between TQM implementation and firm size.

**Zairi (1994)** explores business firms that are implementing total quality management also focus on the quality of exchanges between the firm and consumers to determine factors such as the extent of responsiveness of customers to products and services improvements, reliability of the product or service delivery performance of the firm, and the assurances provided by front line employees to consumers regarding factors product or service quality as well as firm competencies.

According to **Stuart and Drake (1993)**, total quality management (TQM) in academic libraries is inspiring a new focus on valued service to customers as competition from alternate information sources reveals the inadequacies of traditional service. Georgia Institute of Technology, Library and Information Center developed its own version of TQM to focus attention on customer needs and provide content based, value added information services. As the primary agents in customer interaction, front line staff are driving innovation and the marketing of services. Statistical quality control to assess information transactions adequately are not yet worked out and anecdotal evidence of success or failure is still the primary measure of service success.

**Porter and Parker (1993)** conducted a study in British industry showed that although nearly two-thirds had introduced quality programs, only 8 percent of firms rated them as totally successful; this leaves a larger number that were claimed to be moderately successful, but the results are still far from impressive. Perhaps too much
was expected too soon; perhaps some of the numerous critical success factors were neglected.

As noted, use of TQM in the library sector started in the late 1980s, though early studies show that the TQM approach was not successful in some libraries. In fact, since TQM was originally developed for industrial production rather than service organizations, some of the highly statistical procedures applicable in industry are not appropriate for libraries.

2.6 TQM practices in libraries

An article by Harer (2012), examined the different types of quality management systems and extent to which academic libraries in the United States have implemented these approaches. This discussion is based on a preliminary study that supports a larger research agenda on adaptation of ISO 9000 standards for quality assurance in technical services. Various forms of quality management systems and approaches are described, such as quality control, Total Quality Management, Continuous Quality Improvement, ISO 9000, and the Balanced Scorecard. The results of two preliminary data sets, (1) a record of the literature on these quality management systems and (2) a brief survey of technical services directors of academic libraries that are members of the Association of Research Libraries, are presented and discussed.

The purpose of this paper by Stavridis and Tsimpoglou (2012), is to contribute to the discussion on adopting EFQM in academic libraries by highlighting the main points of this experience and by drawing conclusions regarding the benefits gained and challenges encountered.

Taib, C.A et al., (2012) tested three hypotheses that are related to the nature of quality management practices by individual construct, as well as by aggregation value, and to what extent the difference to the numbers of staff and the type of organization will influence the quality management practices. They employed mean value and one way analysis ANOVA as the research method to solve the questions. Results revealed that the study sample perceived those constructs were important to maintain service quality to its customer. The study also informs that the number of staff and the type of organization do not influence at all on the library’s quality
management system. In other words, the awareness and spirit to play an important role in achieving excellent service to its customer is the main platform over the number of staff and the type of organization.

**Amudha and Manohari (2010)** in a paper discussed the importance of information, information marketing, marketing of library services, impact of IT in marketing of library services, the areas of marketing in library services, product development, digital information services, physical distribution of information, promotion of products and services, publicity, public relations and pricing. The paper also examined the marketing activities in VHNSN college library in Tamil Nadu and suggested the college authorities and faculties to undertake marketing in order to strengthen the marketing plan of the library.

**Basil (2008)** made a study to examine information repackaging and library services in Nigeria. The study conducted in two academic libraries and three research institutes in the ancient city of Ibadan. Data collected from the professional librarians using the survey research design and questionnaire. The sample constitutes all professional staff in the libraries under study. Data collected were analyzed using frequency distribution. The study found that information repackaging is a way of improving library services, particularly in the era of electronic information. Also, librarians must give critical thought with the intent of implementing quality in marketing of information products.

**Kamar (2008)** in a paper gave a brief overview of electronic information resources and services offered by the J.D Rockefeller Research Library at Egerton University and the marketing of these resources. The paper examined the various reasons for marketing information resources with emphasis on the various marketing strategies used by the J.D Rockefeller Research Library towards effective utilization of the available resources in supporting research, teaching and learning. The strategies include use of posters, notices, brochures, telephone calls, Current Awareness Services (CAS), workshops and seminars and decentralization of services among others. It concluded with a discussion of cost effective use of these strategies in research and teaching.
Madhusudhan (2008) studied the marketing of library and information services and products in the Goa university library (GUL). The study analyzed 4Ps of marketing mix such as product development; physical distribution of information; promotion of products and services; and price for ensuring a catalytic role of GUL in the modern information community. The study revealed that within 21 years of its establishment, GUL has found a place among the better known university libraries in India. It also suggested that university authorities and faculty should undertake marketing, which would strengthen the marketing plan of the library. As demand become increasingly complex, a strong commitment to marketing provides a means for the library to remain viable.

Wang (2006) provides a retrospective overview of total quality management (TQM) in the context of library services. This paper presents a study of TQM and a comparative analysis of TQM in the library context. Studies of both theoretical principles and experimental implementations demonstrate that it is worthwhile to introduce TQM to the academic libraries. The process of implementing TQM in libraries involves a conceptual change in library professionals and a cultural transformation in the organizational operations. 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. TQM provides a model and benchmark as guidelines in making new strategies in libraries facing today's great changes. It is arguable whether it is feasible to apply the principles without reservation, but it is reasonable to adopt the techniques with adaptations suitable to the library environment.

Sherikar and Jange (2006) conducted survey by distributing 1200 questionnaire to the users community of 10 university libraries of Karnataka. The quality dimension in the light of SERVQUAL, viz., Reliability, Assurance, Communication, Empathy and Security have been applied and results indicated that the service quality dimensions applied to university libraries are found to be satisfactory to a little extent based on the scale techniques. The study suggests several areas for future research and for collaboration among library users towards improving the performance of library and information system to meet the high standards service quality in libraries to serve the users with utmost care and diligence.
**Song Yoo-Seong (2006)** conducted a survey for developing marketing strategies for the Business and Economics Library (BEL) at the University of Illinois at Urbana-Champaign (UIUC). A questionnaire was used with graduate business students enrolled at UIUC. The survey consisted of four categories of questions such as demographics, assessment of current library services, desired library services and research behavior. The data were analyzed using descriptive statistics and hypothesis testing to answer the three research questions. The study found that East Asian business students showed similar assessment of current services such as non-East Asian international business students. It also showed that graduate business students had low awareness of current library services. The business Career Services office was identified as a co-branding partner for BEL to increase its visibility.

**Jenness and Jennifer (2006)** conducted a survey in a variety of small academic libraries to discover what ideas or tools they used for promotion and marketing focusing particularly on those which can be utilized with minimal outlay of time and money. The objectives of the study were: to discover and compile marketing ideas used by small academic libraries; to determine themes and trends within existing library marketing and promotion practices; and to enable other libraries to more effectively market themselves by using tried and tested promotional tools and avoiding those shown to have little or no impact. Data collected from the librarians of small academic library which serves a student population between 1000 and 5000 in both private and public universities and conducted follow-up interviews via e-mail or telephone. The survey found that there exist a wide variety of useful methods for library marketing and to maintain quality which can be effective and inexpensive.

**Frederick (2006)** argued that librarians and digital resources can play a critical role in today’s student’s lifelong learning. Marketing is the key to the success of the library and listening to customers is the key to the marketing. The purpose of the paper was to examine the role of marketing to new generations of library users. It reviewed classical marketing texts and current user studies for applicability to library service. The study found that libraries can apply classic marketing principles to attract and better serve the new generations of users. Although libraries no longer have a monopoly on information sources, libraries do offer value-added services. By
understanding the users and their contexts, it proposed various strategies of value to market librarians and library resources.

**Adeyoyin and Olu (2005)** in their research paper aimed to focus on marketing of library and information services and attempted to correlate marketing as a concept to the provision of library services. In this study the user groups were identified with library classification. The study highlighted library management in relation to marketing its services and products. In view of the social, economic and technological changes, the study advocated a paradigm shift from the traditional marketing system into a more vibrant and dynamic, strategic marketing of library services and products. It concluded that a major marketing campaign is necessary to increase awareness and educate the library users about available library resources. This crusade can be further strengthened by the provision of the right service at the right time and the right price to the right users in the right place while supported by a quality management team.

**Khalid (2005)** conducted a study to find the potential for fee-based library and information services in Pakistan. The aim of the study was to find out and analyze the opinion of library leaders about various fee-based services with special reference to Pakistani libraries. The main objective of the study was to identify which library services could be provided on a fee-based model in Pakistan. Surveyed experts in Pakistani libraries, a questionnaire were administered to determine both the type of library services that could generate revenue and the viability of charging for library services. Perceptions of library leaders were gathered through interviews. The study found that library experts in Pakistan were in favor of charging fees for library services. Out of the 32 identified information services 12 were identified as excellent candidates for the fee-based model. Another 16 were identified as having a better than 50 per cent chance of “success”. The study finally identified a minimum of 28 library services that may generate funds for Pakistan libraries if they are changed to a fee-based model.

**Kumbar and Rajashekar (2004)** in their article focused on the importance of marketing and total quality management in libraries. Libraries are both a creation and a servant of society. A library operates routinely with a known set of customers. A library also operates on trust. When a client walks into the library, he trusts that he will get the material or information that he needs. The library, in turn, trusts that the
client will return the items within the specified borrowing period. The specific structure of a library with its strict requirements as to efficiency demands a focus on the quality of value-adding processes.

**Lali and Vijayakumar (2004)** in a research study on the marketing of information products and services offered by the Kerala University Library reported that majority of the users were unaware of the products and services offered by the library. Only 25% of the respondents satisfied with the library services. The objectives of the study were to assess the performance of the library from a marketing point of view. Data collected from a sample of 150 users. A questionnaire was used for the data collection. The most significant finding of the study was 60% of the users are ready to pay for the services offered by the library.

**Whitlatch (2003)** in a paper presented TQM implementation in reference services and its future. It addressed that the ability to design reference services that users will continue to value in libraries of the future is limited by current professional reference practices. These limits are related to the failure to incorporate total quality management (TQM) principles into the design and practice of present-day reference services. The following TQM principles were utilized to discuss the contrasts between TQM principles and current reference practices: Focus on the customer; Quality work the first time; Strategic holistic approach to improvement; Continuous improvement as a way of life; and Mutual respect and teamwork.

**Ganguly and Kar (2002)** conducted a study in Tata Energy and Research Institute (TERI), New Delhi. The objective of the study was to assess the level of marketing of its information products and services. The study revealed that TERI library experience of marketing was very encouraging. Its wide range of products and services were marketed and disseminated to the end user through an effective marketing strategy. Most of the services and products are price-based. The pressure for accountability and the emergence of the enterprise culture had led library and information managers to become aggressive about financial self sufficiency. The study narrated how the library and information centre of TERI, which houses a vast collection of energy, environment, biotechnology and sustainable development related information, fulfills demands both from in-house and external users as well as operating a marketing mix for revenue generation. It highlighted the role of TERI information and dissemination
services, value added services and a number of related news, reviews and newswire functions.

Jayatissa and Edzan (2002) described a study that investigated the marketing of “free-based” information services in five selected academic libraries in Sri Lanka. A total of five senior librarians were interviewed and 250 library users answered the questionnaires. The study revealed that all the academic libraries offer free information services to their clients with the exception of photocopying and document-delivery services. The academic libraries should aggressively market their services/products and must move from the provision of traditional library services (Book loans) to a more quality based information services (Internet).

Panday (2001) in a survey of M.S University of Baroda explored the feasibility of marketing library information services and products. The data collected from the users through a well structured questionnaire. The survey revealed that almost all the respondents depend upon the library for satisfying their information requirements. If quality services and products were provided in time, more than 80% of the respondents were ready to pay. Also 52 to 72% were ready to pay for value added services such as CD-ROM searches, online searches, translation services, e-mail, SDI and CAS, which are likely to be introduced in future by the library.

Alema (2001) a paper published in 2001 stresses the importance of marketing and total quality management in libraries in Ghana as the numbers of users in all types of libraries are increasing and users demand quality service The paper concludes that libraries in Ghana are indeed in a time of great challenges, and if they are to be prevented from becoming the dinosaurs of the future, then total quality managements and marketing strategies must be adopted to prevent them from imminent collapse.

Kendadamath (2000) in a paper discussed and emphasized the need for the adoption of marketing approach by the university libraries to augment their financial resources and exploit new information technology to provide better information support to the users. The study highlighted the marketing concept and its various activities and how these activities can be successfully applied in the marketing of library and information products and services in university libraries. It also discussed on the problems in implementing marketing concept to library and information services. It dealt with
method of designing services and products. The study concluded that the marketing policy of the libraries needs careful planning, structuring, execution and evaluation with regular review.

Adamantidou and Kouri (2000) in their paper presents the implementation of TQM in the central library of the National Technical University of Athens in Greece. The paper concludes that there is no perfect example of the implementation of improvement processing of quality, just as there is no perfect model of reorganization. The proper approach that will be adopted will be in connection with the internal philosophy, culture and the external environment of the library in which it will be implemented.

Singh and Satinderjeet (1998) conducted a case study in Guru Nanak Dev University Library to evaluate the extent of marketing activities/ process to satisfy needs and wants of users. The data collected through questionnaire, interview and observation. The data was analyzed through the four Ps of marketing mix namely, product, physical distribution, promotion and pricing. In addition to the four Ps another P for processing of data added by the author. The study revealed that the library had developed its product and services to satisfy the information requirements of its users. The study pointed out that there are no norms in pricing the library and information services/ products and charging from the end-users. The study suggested that the library must develop appropriate collections and services to serve its potential readers and must use modern techniques. Library acquisition, organization and dissemination must be based on the modern concept of marketing to achieve reader satisfaction. It must endeavor to nurture culture of customer service to enhance its image in the eyes of the users.

Vaishnav (1997) did a case study of Dr. Babasaheb Ambedkar Marathwada University Library (BAMUL). The main objective was to form a marketing plan according to the changing user needs. To find the right marketing mix, a survey was conducted among its user community. The study revealed that there is an urgent need for a comprehensive collection of current literature and current awareness services. The study pointed out that university library used marketing process to satisfy the needs and demands of the users. A marketing plan including product development, pricing, physical distribution and promotion was prepared and urged an active
cooperation from the university administration and academic community for its successful implementation.

**Vinod (1997)** conducted a study to find the marketing techniques observed by the Calicut University library in areas pertaining to product/service design, pricing, promotion and distribution. The objective of the study was to make constructive suggestions for making information marketing more effective. The data collected through a questionnaire and observation. A sample of 100 users was taken from a population of 5192 through stratified sampling technique. The result revealed that users were not satisfied with the library services to meet their information needs. The study also reported no serious efforts to improve its products and services marketing in the process of information dissemination.

**Cummings (1994)** in an article considered the marketing and promotion of information products based on the experience of the Information Library and Documentation Department of the Royal Tropical Institute (KIT), Netherlands. Described the information products and discussed the factors which impede sales of documentation products in general. Also reviewed the tools used for marketing and promotion are current. Also described the activities undertaken to market and promote the department’s information products.

**Webster and Reel (1992)** in their study on two Kentucky hospital libraries, Norton Hospital, Alliant Health System Library and Kosair Children's Hospital Library, conducted a study to establish Total quality management (TQM) benchmarks and to examine the significance of its role in clinical care. Using a methodology designed to allow both library user and nonuser to respond, 2,091 survey questionnaires were distributed to doctors, nurses and allied health care staff covering: frequency of use; impact of information received on clinical judgements; cognitive value of the information; and user satisfaction with library products and services. Results confirmed the libraries' substantial clinical role

In a study, **Donald (1982)** stated that even though information products and services are important in many respects, there is little in literature about their marketing. The paper discussed the components of marketing such as consumer market, new product development, sales, advertising and promotion, packaging,
channels of distribution, pricing and marketing research. It also explained how information products and services related to those components and the pricing of multiple products produced from bibliographic databases.

2.7 Effectiveness of TQM programmes

TQM can be effectively used as an organization-wide change technique in helping an organization improve its efficiency in production, create a change of culture, introduce teamwork, gain management commitment to quality and to achieve other business improvements. In fact, implementation of TQM can produce a lot of benefits, such as, lower rates of mistakes, better quality of products, and higher customer satisfaction levels (Bridgette, 1996).

Study by Da Silva and Flores (2012) sought to investigate whether the Public Archives of the State of Espirito Santo (APEES) engage in quality-oriented activities aimed at Integrated Quality Management (IQM). The quality activities in strategic, structural, behavioral and operational realm were investigated in the APEES. Descriptive, qualitative and quantitative research was conducted via questionnaires given to internal stakeholders from the management and technical levels of the Public Archives of the State of Espirito Santo. An analysis of primary documents from APEES and legislation related to the Public Archives was also performed. The results showed that APEES engages in activities geared toward quality in strategic, structural, behavioral and operational aspects, which should be evaluated periodically, for the purpose of making continual improvements and to prepare the Public Archives to provide an excellent service. The GEIQ methodology has proved to be efficient to be applied in quality evaluation in the archives.

Brandao (2011) discusses quality management as applied to archival services, showing a theoretical approach to understanding how the implementation should be in the archives. In methodological terms this is an exploratory study, which enables the relationship between quality and archival services and it thus, exposes the quality management practices within archives while they are still in their infancy, since the archives are in a phase of consolidation within institutions. He concludes highlighting the work of archivists in institutions to establish a management process.
A study by Martin (2010), evaluates the impact of the introduction of a quality management system, on the General Archive of the Complutense University of Madrid in line with the requirements of International Standard ISO 9001:2000. For this study, the opinions of the personnel and users of the archive before and after its obtaining certification with regard to the said management system were analysed. The results show that certification led to no change in user perception of the archive regarding the quality of document transfer and search services, or regarding the quality of interaction between personnel and users. In contrast, the personnel valued archive certification positively, regarding it as providing important improvements in the area of work process management, and specifically in its documentation process, the coordination between processes, the definition of responsibilities, and the measurement of performance. In the opinion of the archive personnel, the improvements made with respect to certain aspects of the functioning of the archive were significant, e.g., greater participation in establishing objectives, greater identification with organisation, and the appreciation that improvement of the quality of service should be a key objective. These results can be used as a reference tool to convince other information and documentation service managers of the advantages of introducing a quality management system and seeking subsequent certification.

Prayatkar (2009) in a paper discussed various aspects of marketing and user satisfaction and found that marketing and user satisfaction was closely related. The application of marketing techniques should improve the libraries information service and leads to user satisfaction. The paper demanded the library management to identify the user needs for efficient information marketing.

In an article Shukla (2009), on new marketing strategies of information services in university libraries discussed a set of principles in the field of marketing strategy and various factors that will influence the information market. It also listed the various methodologies for promoting information services of a university library. The article pointed out that in university libraries, a huge amount invests on collection development, processing and storage of information resources. Effective utilization of these resources and services can be achieved thorough new marketing approach and such tools are assisting in the university in developing and delivering appropriate services and information products.
Liu and Shu (2008) made a study to investigate library user’s needs and promotion strategies of electronic resources in order to identify the most effective ways of marketing. The paper argued that for academic libraries to achieve maximum efficiency in its electronic resources it was necessary to seek the most effective marketing strategies. Therefore the marketing concept of the electronic resources should be reader oriented, such as respecting and understanding library user’s information needs. The study focused on the students of four colleges such as College of Business, College of Tourism, College of Information, and college of Humanities and Social Science in Kainan University. Stratified sampling was used in the study and a whole class was treated as one unit. The data collected through a well structured questionnaire distributed to 500 students when the class began and collected by the end of the school day. The study concluded with promotion and marketing strategies with regard to service offerings for the University libraries.

Schmidt (2007) in a study aimed to highlight some of the changes occurring in the information environment and suggested ways of marketing library services effectively to today’s users. Marketing concepts are explored in the paper, focusing on a clear understanding of users, the libraries products, and the appropriate place for service delivery, an appropriate pricing strategy and effective promotional strategies. Practical hints are provided so that libraries can ensure that their missions of ensuring that every book has its reader which can be accomplished in a new age of access to information in real books and journals and other information resources. The study found that libraries no longer operate in a “come and get it” environment and new ways of outreach are described which ensure that librarians are out amongst their communities, creating an awareness of the services available and ensuring effective use of resources through a variety of approaches used in university libraries in Australia and McGill University in Montreal, Canada.

Sen (2006) conducted an exploratory research as part of a study into the value and relevance of market orientation as a strategic option for library managers. The aim of the study was to define the concept of market orientation relative to the library sector. A series of focus groups and field interviews were carried out in order to validate the established constructs of market orientation prevalent in the management literature. Focus groups were used to gather data from librarians working at different levels in
two different sectors- academic and public. Senior library policy makers were also interviewed. The object was to gain an indication of the breadth of opinion across sectors. The data were coded and analyzed using a taxonomic map developed during the study. The study found that marketing orientation is a concept that library professional see as being valuable, library managers defined market orientation in the same way as the concept is defined in the management literature. Their understating of the concept is developing.

**Vinod (2006)** conducted a study in seven university libraries of Kerala to identify the degree of marketing orientation in information dissemination activities. The study conducted on a sample of 813 users by using a structured questionnaire. The study found that the level of communication and co-ordination activities in the university libraries in Kerala were moderate. The level of intelligence generation among the university libraries in Kerala was also moderate. The study revealed that the university libraries in Kerala have a moderate degree of marketing orientation in their information dissemination activities. The management of the university libraries in Kerala had given a reasonable degree of importance to the user’s needs while offering their services.

**Spalding and Wang (2006)** conducted a study to explore the value of marketing concept in academic libraries and how marketing concept is applied in practice to marketing academic library services through the experiences of academic libraries across USA. The study focuses on using marketing as a managerial tool to accomplish strategic organizational goals and objectives, discussed challenges and opportunities in academic library marketing. The study found that market research allows libraries to understand better the points of view of their student and faculty library users, as well as the perspectives of campus administrations and the community external to the college. It also revealed that library is more successful in gaining visibility and support for its efforts and library users are more successful in marketing the best use of the services available to them to meet their academic and research goals. The study offered practical solutions for academic libraries in the global community.

**Lali and Vijayakumar (2004)** attempted an objective analysis of the strength, weakness, opportunities and threats of the Kerala University Central Library and works out a strategy for effective marketing of a host of information services and
products that can be generated by the library without a structural re-engineering. The study was based on the SWOT analysis of the university library, the strength in collection, special collection, technical organization, equipment, services and staff, membership and building weakness such as user orientation. The study suggested in order to overcome the weakness, a concerted effort was needed on the part of the staff, top management of the library and authorities of the university and promotional activities.

A study conducted by Morei (2004) of Dr. Babasaheb Ambedkar Marathwada University Library, Aurangabad with the objective to assess users needs in changing information landscapes about the products and services. The data was collected from various types of users through a well structured questionnaire. The study revealed that library developed products and services according to the needs expressed by their users. The study also showed that users keep the awareness through means such as media, exhibitions, user education, internet, new arrival list etc.

Antony (2002) states that the successful implementation of TQM will result in improved employee involvement, improved communication, increased productivity, improved quality and less rework, improved customer satisfaction, reduced costs of poor quality, and improved competitive advantage. Implementation of TQM requires utilizing and employing many issues relating to inputs, processes, and outputs.

Dabas and Singh (2000) report the findings of a study conducted to measure the application of Total Quality Management (TQM) in the university libraries of the Punjab in India. Defines TQM and lists the libraries that form part of the study. Provides quantitative statistics for the 4 university libraries focusing on the allocation of the library budget, use and growth of the university libraries, documents added in 1998-99, and costs incurred. Sets out the following information in statistical form: university librarians' rating of TQM, culture and quality of services; deputy and assistant librarians' perspectives of TQM and the cultural dimensions of the 4 university libraries and of the existing level of cultural dimension in university libraries; and users' views of quality in university libraries.

Jones and Kinnel (1998) report on the progress of a study funded by the British Library Research and Innovation Centre aimed at identifying suitable assessment
techniques for quality management in libraries. An increasing number of public and private sector organizations in the UK are now using self assessment techniques in order to determine and demonstrate their success in achieving total quality. Self assessment models have been developed in various countries to reflect the principles and ideals of good management practice. In the UK, the British Quality Foundation is charged with the promotion and development of the Business Excellence Model. The present study will build on work already undertaken on the relevance of this model for public sector organizations, investigating its appropriateness for public library services in the UK, developing alternative models if necessary, and offering self assessment 'tool kits' for local application.

Riggs (1992) conducted a study on evaluation of the level of implementation of implantation of TQM in libraries. Libraries are ideal places to implement TQM. They are service organizations dedicated to their customers, the patrons. By formulating a strategic plan, and following it with a commitment to continuous quality improvement, library managers can transform and improve their organizations. summarizes the notable principles of TQM: (1) manage by fact: make library decisions after careful analysis of data gathered with tools such as check sheets, histograms, and Pareto charts; (2) eliminate rework: library work is often labour intensive—simplify it and make sure it is done properly the first time; (3) respect people and ideas: staff are the library's most valuable resources, and they should be encouraged to point out the problems without fear of management; and (4) empower people: trust library staff to act responsibly and give them the appropriate authority to make decisions that can improve the quality of work that they do.

2.8 Barriers in TQM

The history of TQM in manufacturing shows that there are some barriers in TQM implementation. Some of these barriers are common in service sectors including libraries. TQM implementation failure has been attributed to two main barriers. The first is organizational context, such as a rigid organizational culture that is inflexible and a highly bureaucratic organizational structure and authoritarian management style. That is, the failures of TQM implementations are due not to external factors but to the failure of management to establish a proper system for its implementation. The organization implementing TQM will improve their chances for success, if they are
more sensitive to the obstacles encountered from the TQM counterparts. The various studies related to barriers in implementing quality management have been reviewed below.

**Mu Cuiying (2007)** conducted a study to suggest strategies for marketing academic library resources and information services to Asian International students and to study the challenges faced by reference librarians dealing with Asian International students. The study based on the fact that when compared with those from a western culture, the Asian students were not as knowledgeable about the library resources and information services in an academic setting. The data collected through the personal experiences and observations as an international student’s information librarian who works closely with international students. The study revealed that libraries need to market their services and resources proactively to Asian international students who were not familiar with the services and resources in a western academic library. Reference librarians need to consider these learners characteristics, language proficiency, learning styles and their subject of interests so that the teaching methodology and examples used were effective with those students.

**Duran (2007)** reported that the absence of a sound strategy has often contributed to ineffective quality improvement. Duran noted that deficiencies in the original planning cause a process to run at a high level of chronic waste. Using data collected at the recent seminars, reported that although some managers were not pleased with their progress on their quality implementation agenda, they gave quality planning low priority.

Study by **Nimsomboon and Nagata (2003)** examines the overall service quality of Thammasat University Library System from users’ perspectives, as well as identifies the dimensions that determine the customers’ evaluation of service quality. The concept of the Zone of Tolerance was applied to investigate which are the essential attributes that library managers should allocate the resource for good service quality. The problems users had encountered when involved in library service are also investigated. A survey of undergraduate students, graduate students, faculty members and researchers was used. Several insights gained from this study shown that all users’ desired expectations are not met. The result of the Zone of Tolerance reveals that each user group was treated differently. The three dimensions of service quality;
Affect of service – Organizational, Collection & Access, and Affect of service – Personal were extracted by factor analysis method. The problems users encountered when involved in library service are counted manually and categorized into free categories. The most problematic is about insufficient and non update collection. Some useful recommendations are presented to improve service quality of TU library system.

Mahesh (2002) examined the barriers that have prevented libraries from implementing marketing programmes, when libraries and information centers were recognized as potential sources of revenue generation. These range from “Carnegie syndrome” that libraries exist as places to obtain free services, through pricing conundrums and low library budgets, to a lack of the sharing touch in special libraries. The study pointed out that poor quality of services and lack of trained personnel was the major inhibiting factors for efficient marketing of information products and services.

Garusing Arachchige (2002) conducted a study to identify the role of libraries in Sri Lanka for the process of improving lifelong learning and to identify strategies applicable from the e-marketing concept. Use of the web pages as a marketing tool among university libraries were examined by logging onto the homepages of respective libraries of government universities. Contents, strategic links, and the accessibility of these home pages were explored. Thirteen home pages out of fifteen were logged on. Almost all the pages have given priority to include contact details, history, general procedures of the respective library, online public access catalogue, staff details, and free electronic resources etc. Nearly 50% of libraries have made worthy attempts to link the page with other libraries and information resources available outside but some of the links were not updated or associated with errors of linking. A few libraries have made satisfactory attempts to include subject gateways. Lack of authority, limitation of know-how technology, untrained staff, and limited infrastructure were seen as barriers.

Fisher (2000) in study revealed that, the library suppliers indicated number of problems inherent in specifications produced by libraries, such as a lack of clarity, poor structures, variable in technical understanding and with too great a focus on
basic functionality that has been tried and tested. A model specification of system
requirements for libraries is recommended.

The cultural barrier in TQM implementation involves a paradigm shift in
management values and attitudes and it should fit the national culture of the firm if it
is to be implemented successfully (Tata et al., 1999; Sohal et al., 1998).

Kalinowski (1998) in this perspective argues that often managers are not fully aware,
or perhaps ignore, what it takes to implement TQM successfully and achieve high
performance.

Dabas and Gill (1998) indicate that Total Quality Management (TQM) has 3 basic
principles: customer driven instead of generator driven; focus on processes rather than
results; and total involvement of staff. In the changing information environment, the
academic libraries have to adopt TQM for their survival. Discusses the benefits of
TQM and the barriers for its implementation in academic libraries. Quality is a very
important tool for the application of TQM, which can be measured, managed and
improved using the measuring rod of customer satisfaction.

Oakland and Morris (1997) explained that a lack of long-term objectives and targets
will cause a quality implementation program to lose credibility. A workforce is often
unwilling to embrace TQM for a variety of reasons. The pre-planning stage of
developing the right attitude and level of awareness is crucial to achieving success in
a quality improvement program.

Miller and Stearns (1994) listed the following barriers for the implementation of
TQM in libraries: The view that this is just another management fad of the day;
Management’s fear of the loss of control; Employee reluctance to recommend
changes because of fear of management; The business and industrial background of
TQM might not lend itself to the non-profit sector, including libraries; TQM requires
a long-term investment of time over several years as processes are analyzed and an
organization’s culture is changed – this can cause resistance; and other difficulties in
these days of increasing financial and other pressures.

Other research has focused on individuals within an organization. For example, Reger et al., 1994) suggest that each person’s response to an idea involves
the cognitive process of interpretation, attribution and inference. This means that managers who propose the idea for quality improvement are convinced that it works and assume that employees will think so too describe TQM failure as the expression of differing desires, wants, needs and feelings at individual levels within the organization. However, the underlying causes of failure in the implementation of TQM may go beyond individual beliefs, expectations, cognitive processes of interpretation, perceptions, feelings, and desires to more deeply rooted unconscious archetypical projections on the part of each individual in the organization.

**Jurow and Barnard (1993)** identify four barriers for the adoption of TQM in libraries: (1) vocabulary: objections to terms such as "total," "quality," and "management" which imply that high standards are not already being met; (2) commitment: TQM takes several years to implement and requires a long-term commitment by library managers; (3) process: our culture tends to be impatient and we try to solve problems quickly, contrary to TQM's careful process analysis; and (4) professionalization: professional staff can be resistant to turning over their practices and services to what they perceive as the "uninformed whims of the customer".

**Sirkin (1993)** also notes that it is not possible to satisfy everyone's demands; choices will need to be made.

**Bartlett and Ghoshal (1992)** research on the culture barrier argues that management values differ significantly across national cultures, that management is culture-specific and that managerial practices, such as TQM, must be tailored to fit the local culture. TQM is about transforming an organization’s culture, yet with the expectation of establishing a quality infrastructure and eliminating middle management positions through attrition. It is difficult to make a change in organizational structures as TQM requires institutions to restructure. Resistance to change and people’s attitudes are primary hindrances in implementing TQM in libraries. The other barriers are the problems of finding the money and time for training while maintaining current services in the library.

There have been numerous studies examining what constitutes TQM, what quality activities most directly affect business performance, what the common barriers to TQM implementation are, and what factors are critical for the success of TQM (Plimpton et al., 1996; Black and Porter 1996; Saraph, 1993; GAO, 1991).
Schein (1991) mentioned that there is evidence that lack of understanding and proper training exists at all levels of any organization, and that it is a large contributor to worker resistance, for example, mentioned that business school failure to teach relevant process skills contributed to manager ineffectiveness. TQM requires a well-educated workforce with a solid understanding of basic math's, reading, writing and communication. Although companies invest heavily in quality awareness, statistical process control, and quality circles, often the training is too narrowly focused. For TQM to be successful, organizations must commit to training employees at all levels. TQM should provide comprehensive training, including technical expertise, communication skills, small-team management, problem-solving tools, and customer relations.

Dale (1990) in his study observed that a large number of companies are either unable or unwilling to plan effectively for quality improvement. Although many performed careful and detailed planning prior to implementation, not one of the firms studied or identified beforehand the stages that their process must endure. Perhaps the root cause of poor plans and specifications is that many owners do not understand the impact that poor drawings have on a project’s quality, cost, and time. Regardless of the cause, poor plans and specifications lead to a project that costs more, takes longer to complete, and causes more frustration than it should. Companies using TQM should always strive towards impressing upon owners the need to spend money and time on planning. If management took reasonable time to plan projects thoroughly and invest in partnering to develop an effective project team, a lot could be achieved in terms of product performance as these investments in prevention-oriented management can significantly improve the quality of the goods or services offered by an organization.

From the preceding review it is evident that studies done plenty on TQM and related issues in western context. But the researcher could not get concrete studies on TQM management in Indian library system. Though studies are scanty, little evidence is available on management library TQM functions. Bengaluru city, a silicon city catering needs of IT, BT and related corporate sectors, also caters many educational institutions at national and international levels. There is a need to study application of TQM in management college libraries for effective functioning.