CHAPTER 1
INTRODUCTION

Libraries can be defined as 'a system which makes right knowledge and information in right time to right person at right place'. Historically libraries used to be turned as the store house of books and the librarian as the custodian of books. The concept of library and librarianship has been totally changed as time passed. Now libraries are treated as gateways to knowledge resources and the librarian as the knowledge manager and interpreter of the content.

Libraries are integral part of any educational organization. The Radha Krishnan Commission (1948) observed the importance of libraries and the proper use of its resources. The university Grants Commission appointed a library committee under the chairmanship of Dr. S.R. Ranganathan which provided standards and guiding principles for administration and organization of university and college libraries, made recommendations for education for librarianship deals with other relevant matters in a novel and indigenous way.

In view of the objectives of higher education, the university libraries are expected to play at least three roles today.
1. Practical role of information management.
2. Cultural role of preserving human knowledge and culture of the past for posterity.
3. Social and intellectual role by bringing people and ideas together.

According to Dr.S.Radhakrishnan, library is the heart of a university and Dr.S.R.Ranganathan has stated that the library is a growing organism, in his five laws of library science. So libraries can never be static in this age of transformation from manual to electronic due to the rapid advancements in information technology. Libraries have a major role in this transformation process, being agents of information dissemination.
Library and information professionals have recognized the need for a customer focused service. The provider focused policies in fact have enhanced the gap between acquisition and utilization of resources. New values, expectations, consciousness and attitudes of the employees are a large step forward from traditional hierarchical and beaurocratic job structure and design of the university libraries. Library staff have so far not developed any mechanism to identify the latest potent and dormant needs of the clientele. Librarians need to eliminate unnecessary, expensive and non-value adding processes and have to limit expenditure where law of diminishing return has started. Libraries have no universal tool and technique to identify and quantify their services and make comparative investigation practices of similar other libraries. Also libraries need to step into the information age and achieve successful development of the library. For the proper growth and development of any institution needs proper planning, same is the case with the library. All these aspects have their influence in each and every field of librarianship.

Library and information scientists can never be silent spectators to this dismal picture of university libraries. In this context the application of Total Quality Management to university libraries is necessary and timely one. The problem under investigation is to study and analyze the existing level of TQM and to prepare developmental plan to achieve quality in Kerala University Library.

1.1 Relevance of the Study

The concept of quality in the Library and Information Service context is not a novel phenomenon. Dr. S.R. Ranganathan's five laws of library science imply the quality concepts in library service. Complying with five laws involves a whole range of professional activities including change in the mindset; customer orientation, service strategies, designs and deliveries. For centuries, the purpose of libraries was based on the twin concept of storage and education function. Libraries were thought to have no competition. But this situation is changing due to the rapid advancement in technology and the free availability of information. The internet and increased availability of online services are facilitating self sufficiency of
information for students and faculty. In a nutshell, none of the library managers can afford to remain in their cabins any more, secure in their jobs, thinking that information competition is not a high priority. Libraries can retain their importance only by providing content based value added services and become electronic learning centers. It is the quality and timelines of information a society gets, determines the quality of that particular society. Gidwani observed that the quality of a university and its library should have a correlation in its structure, organization and objects. He also stated that there is in fact a close co-relation between the nature of the university library and the quality of the university.

Quality management in libraries and information services is built on the solid foundation of past achievements. Because of this, it is often difficult to gauge the extent to which libraries have adopted quality management. Libraries can benefit from TQM in three ways: breaking down interdepartmental barriers; redefining the beneficiaries of library services as internal customers (staff) and external customers (patrons); and reaching a state of continuous improvement.

The relevance of this study arises at the point that no systematic case study on TQM in Kerala University Library has been conducted so far. University Libraries should keep abreast with the information needs of the time and this can be achieved by applying TQM principles in library of information services.

1.2 Title of the Study
The study is entitled
“Total Quality Management in Kerala University Library – a case study.”

1.3 Definition of key terms.
1.3.1 Total Quality Management
Total Quality Management (TQM) is defined as ‘Management philosophy and company practices that aim to harness the human and material resources of an organization in the most effective way to achieve the objectives of the organization’. Atkinson describes TQM as a strategic approach to produce the best products and services possible through constant innovation. John R. Brockman defines TQM as a
management philosophy embarking all activities through which the needs of the customer and the community, and the objectives of the organization are satisfied in the most efficient and cost-effective way by maximizing.¹⁰

Peter Capezio and Debra Morehouse define total quality management as “TQM refers to a management process and a set of disciplines that are coordinated to ensure that the organization consistently meets and exceeds customer requirements. TQM engages all divisions, department and levels of the organization. Job management organizes all of its strategy and operation around customer needs and develops a culture with high employee participation. TQM companies are focused on the systematic management of data in all process and practices to eliminate waste and pursue continuous improvements.”¹¹

All the pervading characteristics of TQM have been described by Oakland as “TQM is an approach to improving the effectiveness and flexibility of business as a whole. It is essentially a way of organizing and involving the whole organization, every department, every activity, every single person at every level.”¹²

Zaire and Simintiras defined TQM as ‘a combination of socio-technical process towards doing the right things (externally), everything right (internally), first time and all the time with economic viability considered at each stage of each process.’¹³

Bently mentions that TQM is a systematic approach to education, management and operations designed to four and co-ordinate the efforts of all employees in an organization to perform certain activities to:
- Know and meet requirements of their jobs;
- Prevent problems which may cause defects;
- Understand the cost of not meeting the requirements; and
- Strive to reduce the cost on a continuous basis.¹⁴

Sink states that TQM efforts can be successful only if the operational definition for the organizational system is evolved by the leadership of the organization and is crystallized and communicated with conviction and clarity.¹⁵ According to Bronely
TQM is a ‘systematic inquiry into an event or a related event which aims to describe and explain the phenomenon of interest.  

1.3.2 Kerala University Library
Kerala University Library, Thiruvananthapuram is a library which was established in the year 1942, to cater the information needs of the users, researchers, teachers and students of the departments and affiliated colleges and graduate members of the university.

1.3.3 Case Study:
Webster’s dictionary defines case study as an intensive analysis of an individual unit stressing developmental factors in relation to environment.

1.4 Scope of the study:
The study is limited to Kerala University Library. The resources and services accessible to the clientele are studied in detail. It is confined to the staff and users of the Kerala University Library, Palayam, Thiruvananthapuram.

1.5 Objectives of the study
The major objective of the study is to make an in-depth case study of the Kerala University Library, Thiruvananthapuram, review the sources and services based on TQM. The specific objectives are:

1. To explore the wide range of resources and services available in the Kerala University Library.
2. To conduct an information audit (i.e. the requirements and level of satisfaction of the users).
3. To see whether there is a systematic methodology for measuring customer satisfaction and the level of acceptance of the elements like commitment, teamwork etc.
4. To evaluate the service quality of the Kerala University Library from a user survey.
5. To evaluate the library quality from the staffs’ point of view.
6. To see the management practices prevailed in the library.
7. To see whether there is awareness of TQM or other quality efforts within the library.
8. To explore the barriers within the library to a quality initiative.
9. To suggest measures for implementing effective services in the library and improving existing services.

1.6 Methodology

The research method adopted is case study. Case study is essentially an intensive investigation of the particular unit under consideration. The method enables the qualitative analysis of the library services, after careful and complete observation and efforts can be made to study each and every aspect of the library in minute details and from the case, data generalizations and inferences are drawn.

Data is collected using methods like data sheet, questionnaire, interview, document analysis and observation.

1.6.1 Data Sheet:
It is meant for collecting information on the library resources, membership, budget allocation, library equipment, output of work and services. It is mainly intended to collect details of the existing services and resources and is administered to the head of each section. (Appendix 1)

1.6.2 Interview
The Deputy Librarian-in-charge is interviewed with the intention to collect information on the mission, library policies, library committees, services newly introduced, human resource management, continuing education programs, existing services, remedial measures taken, if any, for customer satisfaction and to obtain suggestions and views for maintaining quality in all the aspects of Library and information service.
A questionnaire schedule was prepared for interview. (Appendix 2)

1.6.3 Document analysis
Various documents like annual reports, accession register, budget allocation register, accessions list, serials control register etc were examined for factual data.
1.6.4 Questionnaire

Structured questionnaires containing closed and open-ended questions were used (Appendix 3 & 4). The closed ended questions used a five point Likert scale to measure quality management applications.

Questionnaire administered to staff is designed on the basis of LibQUAL dimensions to check the quality of the library. The LibQUAL+ is a useful assessment tool for measuring the quality of libraries. LibQUAL+ helps the library to

(i) Identify where their services need improvement in the view of their users.
(ii) Compare their service quality with that of others.
(iii) Provide services that are more close to user expectations.

The Questionnaire consists of three sections. Section A deals with personal information. Section B is comprised of 14 questions where the staffs are requested to tick mark appropriate option. Section C consists of 66 questions which the staff has to rate the statements. The rating has to be done in a five point Likert scale in which 1 implies 'to full extent'; 2 - 'to great extent'; 3 - 'to some extent'; 4 - 'to a little extent' and 5 - 'not at all'.

The questionnaire prepared for measuring the service quality from the users' point of view is based on SERVQUAL dimensions. SERVQUAL is a multiple item scale for measuring the service quality and not a tool for improving it. The quality of services provided in a library can be assessed well through questionnaires containing questions on library service quality determinants developed by experts like Thomas Sea, Danuta A.Nitecki etc based on the work of Parasuraman, Zeithaml and Berry. Out of the ten service quality determinants only five are found suitable to Kerala University Library. The Questionnaire consists of three sections. Section A is for user profile, Section B comprises of questions which are grouped into 8 categories and Section C consists of 46 questions which the users are asked to rate. Rating has to be done in the 5 point scale and the questions are based on determinants Reliability, Assurance, Tangibles, Empathy and Responsiveness (RATER).
Questionnaires were given to all the staff and different categories of users – students, teachers, research scholars and Graduate members. Attempts were made to collect as many details as possible through observation and interview. Data collected was analyzed to arrive at the findings and conclusion.

1.6.5 Sample

The questionnaire is prepared keeping in view of the SERVQUAL dimensions, and is distributed to 400 users out of which 381 were selected randomly. The sample size is calculated using the following formula:

\[ ss = Z^2 \times (p) \times (1-p) \times c^2 \]

where:
- \( Z \) = Z value (e.g. 1.96 for 95% confidence level)
- \( p \) = percentage picking a choice, expressed as decimal
  (.5 used for sample size needed)
- \( c \) = confidence interval, expressed as decimal
  (e.g., .04 = ±4)

1.7 Hypotheses:

1. Kerala University doesn’t have a strategic plan and policy for giving quality services and for total quality management.
2. Absence of a regular and systematic measure for giving user orientation and for assessing user satisfaction.
3. There are inadequate in-service training programmes for the staff to cope up with the advancements in information technology.

1.8 Significance of the study:

As the new century approaches, TQM is for many just one more management attempt to impose standardization on services that get along just fine without it. The more we think about the function of librarianship or other information services management, and the more we study quality management and its goals, the more apparent it becomes that it is the pursuit of quality that leads to success in information delivery. The study attempts to identify the impact of TQM in the library services. It aims to identify the type of library and information service
whether they are new or traditional or large or small, establish whether the initiatives are part of a university-wide initiative and seek to identify any future trends.

1.9 Organization of the Thesis:
The thesis is organized under six chapters.

Chapter 1. Introduction
This chapter attempts to present the topic of the study, relevance, and title of the study, definition of key terms, objectives, hypotheses, methodology, and significance of the study.

Chapter 2. Review of Related Literature
This chapter contains review of related literature pertaining to total quality management in libraries.

Chapter 3. Kerala University Library: Genesis & Development.
This chapter is an overview of the Kerala University Library, includes history, objectives, goals, mission, working, collection, users, services, library rules, facilities, circulation, classification and cataloguing systems, administration and future plan.

Chapter 4. Total Quality Management and its application in Library and Information Centres.
Chapter deals with management principles related to total quality and its application in Library and Information Centres.

Chapter 5. Analysis and Discussion.
Analysis of data received is done and is presented in this chapter.

Chapter 6. Findings and conclusions
The findings of the study and the conclusions arrived at are presented here.
Appendices:
Appendix 1 - Data Sheet
Appendix 2 - Questionnaire for Interviewing DL in-Charge
Appendix 3 - Questionnaire - Staff
Appendix 4 - Questionnaire - Users
Bibliography
References

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