6.1 Conclusions

Present work has attempted to evaluate aspects of QM in the libraries of engineering colleges of Haryana. This work is an effort to validate the exceedingly valuable role of QM practices for libraries and to explore aspects of TQM in library services. After an extensive literature review and intense discussions with academicians, a list of TQM factors has been formalized and then these factors have been categorized into groups, depending upon their impact. Surveys have been conducted over the engineering college libraries situated in Haryana and findings have been analyzed. For validation and testing, MINITAB software has been used for statistical analysis in the present work.

Present work is a pioneering attempt to test and explore the TQM issues in engineering college libraries in the state of Haryana and to measure the performance of an institute library at management level, financial level, infrastructure level, collection level, and service level. The results of the study give ample indication of the versatility and potential of QM practices for libraries. Following concluding remarks have been found out form different sections of the thesis as follows:

- “Study shows that organizations that effectively put into practice approaches of QM in libraries perform better as well as creates a healthy culture in relation to employment satisfaction and customer satisfaction”.
- From the literature survey, many key critical factors have been identified related to quality management in relation to users as well as staff and being arrange in the creation of service quality model as shown in figure 1.3 and 1.4. Closed loop model shows in figure 1.3 provide a picture to show how to commence a quality improvement initiative in providing a good service among the libraries. The model is a structured and discipline flow and shows the way by which the services in the library system can be evaluated and improved to satisfy the user's needs.
- The model of service success developed is as shown in figure 1.4. “It stresses the significance of behavioural considerations among the users and staff participate providing service in libraries and proposes that for successful quality
improvement, a balance between library users and library staff expectations is required”.

- Chapter 4 presents a pioneering attempt to apply and test the Total Quality Management (TQM) issues in engineering college libraries in Haryana.
  - From the statistical analysis of the data collected from engineering college libraries in Haryana, it is visibly evident that MDU affiliated engineering college’s librarians and KUK affiliated engineering college librarians moderately agreed that TQM parameters like Collection and Depth of Services, Customer Service and Physical Infrastructure are getting the required attention. But other critical parameters like Management Commitment, Financial Resources and Human Resources are not given proper attention.
  - The results indicate that while establishing the institute, due attention was given to the library as a facility and hence the available physical infrastructure. Sufficient collection and depth of services could also be due to the sound initial investment and management commitment at that time. Better customer service indicates the right intent of the library staff and their inclination towards providing customer focus services.
  - Poor management Commitment is mainly due to the lack of continued interest of management in maintaining the regular quality of operations of the library. Management should review the library functions on periodic basis to understand its routine problems and provide the necessary support.
  - From the survey results it is evident that "Human Resources: Experience and Trained Staff" within the library is being totally neglected in both categories of university colleges and there is a variation in the extent of implementation of this important TQM factor. It shows that there is a lack of experience, expertise and qualified staff within the libraries and because of this, the librarians faces a lot of roadblocks in bringing quality initiatives.
- Chapter 5 presents QI model for performance evolution on quality was employed to compute values of QI for the system represented by the institute library. It is observed that there is span of perfection in every sub-system.
  - Results shows that the non availability of expert, experienced, trained supporting library staff needs maximum attention and proves the area of maximum scope of improvement.
• Study also shows that in order to adding up permanent growth of TQM in professional institutes libraries, it should be the prime duty of the institution to provide continuous training arrangement to the library staffs at regular intervals on technical skills, managerial skills and ethical values.

• With this research, all weak areas in any service sector can be identified where efforts are needed to improve the quality culture. The present case study show 32.88% is the scope of improvement for particular institute library which is ample and needs serious attention of the management and librarians.

TQM as the methodology of continual improvement requires full management support and aims to fulfil customer requirements. Accelerating awareness unlocks the gate to a successful TQM journey. Most significant step to initiate TQM in any organization is the proper initial due diligence about what TQM is and why it is essential for you. The message should spread around the campus with role clarity of the individuals. To excel in any field, one cannot sit on the past laurels, but must strive continuously to improve and sustain. To improve the library functions in these institutes, TQM application should not be a onetime exercise, but it should be continued in the right earnest with required support and confidence of the top management in its efficacy and requirement. TQM creates a culture of coordination, cooperation and communication within the organization. Doing things the right way, in the right direction, at the right time, tracking it's effectiveness and controlling it is central to the success of TQM initiative.

Library users have distinct specifications based on their individual outlook. Misalliance between library and their user specifications for the service process show the way of dissatisfaction, yet while the practice walk off accurately as it was planned. Close communication among the library professionals and the users is the only alternate to avoid the misalliance between library and the user’s specifications. However, if library service presentation does not take in hand individual users wants, the user will not call for the service. So, for making a beneficial TQM atmosphere, one must open the communication channels and focus on the user’s needs, expand requirements. Quality initiatives require a sound foundation and subsequent persistence with proper edification and training. It is not another routine business task that involves a substantial cocktail of investment; but in fact, is an art that needs a considerable thought, effort and perseverance.
6.2 Scope for Future Work

In India, application of QM practices in libraries is still in nascent stage and during research review; it was observed that the awareness level on the latest quality tools and statistical technique is limited among managements of educational institutes. In this context, the following aspects need attention for future research:-

• Apart from state of Haryana only, further research includes engineering educational institutes all across India could be attempted with a larger sample.
• Within a library, there are many others problems like storage capacity, sitting capacity, number of copies of same title, missing books etc where QM approaches can be implemented on individual as well as collective bases, so as to improve the service quality.
• An extension of the present study to other academic, vocational and professional institutions may also be attempted.
• To extend the scope of QM practice in educational institutes, problem areas are required to be seriously identified on case to case basis and then QM approaches can be implemented to assess its impact. These typical areas can be campus placements, passing rate of students, students absenteeism etc.
• Using system approach, Quality Index Model can be used for evaluating the performance of universities libraries with some different parameters.
• QM implications can be studied and explored over different service organizations like health care, safety care, transportation traffic management etc.