CHAPTER – 3

TOTAL QUALITY MANAGEMENT IN ACADEMIC LIBRARIES

3.1 TQM in Libraries

In the 1950s, the Japanese asked W. Edwards Deming, an American statistician and management theorist, to help them improve their war torn economy. By implementing Deming’s principles of total quality management (TQM), Japan experienced dramatic economic growth. In the 1980s, when the United States began to see a reduction in its own world market share in relation to Japan, American business rediscovered Deming. Quality management experts, Joseph Juran and Philip Crosby, also contributed to the development of TQM theories, models, and tools. TQM is now practiced in business as well as in government, the military, education, and in non-profit organizations including libraries (Jurow & Bernard, 1993).

TQM is “a system of continuous improvement employing participative management and centered on the needs of customers” (Jurow & Barnard, 1993). Key components of TQM are employee involvement and training, problem-solving teams, statistical methods, long-term and thinking, and recognition that the system, not people, produces inefficiencies. 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.

A library should focus on providing the best services possible, and willing to change to serve its customers. To determine if changes need to be made, a library administrator might ask: What are our niche markets? What do the customers come in for? How can I look at the efficiency of my library? How do we serve the current customers that exist today? (Total Quality Management, 1995). First learn about the customer, then solve the problems.
Libraries with TQM

Many libraries have implemented TQM successfully. Few university is library created a task force which rewrote the library’s vision statement, and considered changes that would have to be made in order to develop a new organization culture-one that “highlights the changing nature of staff roles and responsibilities in an era of pervasive change”. With the help of consultants, Harvard learned about TQM, and found that its principles of service excellence, teamwork, ongoing training and skill building, focus, continuous improvement, and cooperation across boundaries could help them make the changes they needed.

The Delhi and JNU University Libraries are planning to test TQM. Two small teams, the Shelving Team from the stack maintenance unit, and the Documents Team in the government publications unit worked with outside facilitators. Each team surveyed users and staff in found that some issues, perceived as critical by staff, were not perceived as critical by customers and therefore needed rethinking in terms of TQM. The Shelving Team, which wanted to address the problem of longlasting shelving backlogs, found that the shelvers, who worked alone on the floors, felt isolated and unmotivated to make progress. Using this information, the team devised a plan for shelvers to working in small groups and have an assigned floor. The result was an increased “espirit de corps”, tidier shelves and less backlog (Butcher, 1993).

It is suggested that some ways a library might use the principles of TQM to enhance library services:

- Create service brochures and information kits
- Conduct a user survey about library services
- Improve signage
- Change hours of operation
- Provide a more convenient material return
- Simplify checkout of materials
- Use flexibility in staff assignments
- Cooperate with local government
- Ask vendors to give product demonstrations
- Give new staff a thorough orientation
- Create interdepartmental library advisory groups
- Improve the physical layout of the library
- Track complaints
- Develop the physical layout of the library
- Track Complaints
- Develop an active outreach program
- Open satellite offices
- Publicize new or changed services
- Develop user and staff training materials
- Target services to specific groups
- Offer electronic document delivery
- Follow the mission statement
- Smile

3.1.1 Potentiality

While TQM clearly has positive aspects, implementing it can have potential challenges as well. Jurow and Barnard (1993) identify four barriers to the adoption of TQM libraries: (1) vocabulary: objections to terms such as “total”, “quality”, and “management” which improve 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) professionalisation: professional staff can be resistant to turning over their practices and services to what they perceive as the “uninformed whims of the customer”. Also notes that it is not possible to satisfy everyone’s demands; choices will need to be made.
Technology Upgradation
The other component of TQM policy seeks to focus upgrading technology and software (service) development. It essentially involves a step by step approach to move towards this policy.

User expectations and needs are continually raising. As users are the mainstay of library the response has to be flexible to meet their expectations. Marketing has the first job, of understanding and expressing the requirements in full. This continues as a process through development, planning, collection and service. Quality by design is a powerful concept, covering ease of use, designing for right technology, reliability.

3.2 TQM POLICY
(i) Pressures on Library
TQM operations have always existed but mostly in parts. Organic linking of the parts to users-driven missions has been relatively a recent phenomenon.
High-tech, high-proficient library had captive markets for several years. It has become the global approach for restructuring library processes and seeking continuous improvements. The user has gained renewed focus; unprecedented competitive processes have become the norm.

(ii) Positive Approach
While on the one side the unsatisfactory service triggered many libraries to TQM implementation, many positively motivated managements launched TQM processes on their own to enhance users satisfaction, improve working and acquire leadership. These managements searched for contextual themes to rouse library wide interest and consciousness in moving towards their goals.

(iii) Practical themes
Winning national awards for excellence in performance and meeting all round regulatory safety and health requirements without facing penalty/liability from the society at large, striving for international code recognitions and federal contractual obligations have provided convenient
themes. Exhortations to employees to increase service, cut cost, improve quality and raise productivity have not always had an equivalent impact.

(iv) **Policy communication**

Upper managements have been designing and implementing motivational programmes by calculated employee-user linkages at various levels in the library hierarchy. That is why it is important to communicate the TQM policy and policy intentions to every one in the library. Every occasion should be utilized to demonstrate to the employee how his or her activity affects or promotes users interests. In library surveys have repeatedly brought out distressing gaps in the understanding of the user needs both in the vertical and the horizontal layers of the library.

(v) **Professional change**

The quality profession itself has undergone a sea-change in its focus, magnitude and support. The profession no longer confined to product quality, has broadened to sub-serve the broader library mission. It is user-oriented and policy-driven. The broadened mission is also a professional booster.

### 3.3 Customer Satisfaction in Academic Libraries

Total Quality Management is the integration of all functions and processes with an organization in order to achieve continuous improvement of the quality of goods and services. The goal is customer satisfaction.

A large number of organizations across the globe have adopted Total Quality Management to satisfy customer through quality products and responsive service in order to gain competitive advantage. TQM found its strongest root not merely in improving the quality performance of product, but in organizational transformation-specifically in bringing about a cultural change, in improving employees’ morale and in facilitating an empowering working climate for attaining excellent human performance.
TQM focuses on the integration and coordination of all activities in a work process and aims at continuous improvement in quality. Quality means not merely the quality of end products but the quality of all kinds of means such as data, information, decision, objectives, strategy, people materials, machinery, systems etc.

TQM is the foundation for activities, which include:

- Commitment by senior management and all employees
- Meeting customer requirements
- Reducing development cycle times
- Just in Time/Demand Flow Manufacturing
- Improvement teams
- Reducing product and service costs
- Systems to facilitate improvement
- Line Management Ownership
- Employee involvement and empowerment
- Recognition and celebration
- Challenging quantified goals and benchmarking
- Focus on processes / improvement plans
- Specific incorporation in strategic planning

3.4 Academic Libraries and TQM

Libraries are among the most ancient social and cultural institutions in existence. Ancient libraries as well as modern ones have one thing in common: all of them have a body of information recorded on some type of medium and that information could be retrieved when needed. The accessibility of information requires good organizational ability from those who are in charge. The basic concern is to create a structure of the organization where desired information is retrieved and made accessible efficiently and in a timely manner to the users. Creation and maintenance of such a structure requires an effective management process that facilitates work toward that goal.
Over many centuries libraries have adopted many different management principles from business, industry, religion, and government. A library is a business that must be operated efficiently and well. A major difference is that most libraries are non-profit organizations. Management of vast amounts of information stored in different formats – printed, electronic, audio, video—requires use of the most modern management techniques.

Today technologies have changed our social and economic life. In the workplace methodologies change; people work at home or on the web with flexible timetables, and more and more virtual communities are emerging in different fields. The most important stakeholders in the library are customers, the providers of subsidies, staff, and other libraries. These stakeholders are interested, for various reasons, in the introduction of TQM. The introduction of TQM makes great demands on the staff. The following factors in particular need to be taken into account:

(1) TQM involves a process of change and therefore requires of staff that they be ready to play a constructive role in that process.
(2) TQM requires a basic reorientation from the media stock towards customers and markets. For TQM a result-oriented approach, not the input of resources, is of vital importance.
(3) A strongly hierarchical organization with fragmented responsibilities is not well suited to the introduction of TQM since all staff needs to feel a responsibility for influencing quality.
(4) The effort necessary for implementing TQM is at the same time rewarding for both staff and the institution: improvement of the institution in which they work, a strengthening of that institution’s position, and more opportunity of staff to influence their own work.

The management of quality in libraries, as a management method that allows the improvement of performance, has been the object of interest for the managers of these services. In this context, the identification of indicators that may take into
account the social-economical and political context that permeate the reality of the information services is essential to better adequate the quality proposals.

In recent years the academic libraries stood against the fast improvement of technology, with low budget and with more requirements for responsibility. Because of these, new strategies of renewal have been developed at a quick pace. A first step which is necessary for a library, is to define which approach in the procedure of change is more appropriate for itself, considering the size, the environments and the conditions of function that apply in this library.

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

In each and every academic institute, the library plays key role for development of professors, students, researchers in terms of knowledge navigator. Today in the information age the information explosion is very fast. Every movement new information are produced, and it is difficult for the library to maintain these information. A library should focus on providing the best services possible, and be willing to change to serve its customers.

In a service organization like an academic library the customer satisfaction means fulfilling expectations.

The library might use the principles of TQM to enhance the library services

- Make a Library Brochure
- Library Orientations
• Implement Interlibrary loan facilities
• Smooth Acquisition procedure
• Technology use for easy information retrieval
• Training & development of staff
• Motivation
• User based information services

3.5 Customer Expectations

Library being a service, fulfilling the expectations of the customers is typically a more difficult but approachable task. To concentrate on all the expectations of the customer may not be a judicious decision; rather one or two most important factors which can create a good reputation for the library and are most valued by the customers should be developed and solely concentrated on.

Another precious consideration is the service delivery to the customers. To provide maximum benefit to them, it is important to spread the knowledge of how to use the service and spread “User education”. Automation and system support will also enhance service delivery. But at the same time, it should be kept in mind that such automation doesn’t render zero personal touch in the service.

The effectiveness of service delivery and service quality should also be periodically measured. Getting feedback from customers, and probably using ‘questionnaires’ for such feedback will make this process simpler than to obtain oral feedback.

The staff at the front desk should be provided with training or developing the basic skills related to library science and use of technology in it. Such a developed staff will help in improving the service quality as they play a very critical role in dealing directly with the customers in answering their queries, complaints, requests etc.
TQM also emphasizes on teamwork and thus, the targets are to be achieved through good teamwork. Successful teamwork implies that the members in the team along with the leader have developed good principles, conditions, reading climate and favorable work environment. The team leader has to encourage the development a sustainable commitment and culture towards generating a good service quality in the academic library to fulfill the major customer expectations.

(1) **Benefit of TQM for Academic Libraries**

(a) TQM reduces bureaucracy, empower staff and create a team base culture, which is keenly desired for academic library.
(b) TQM help us for gauging users’ needs and expectations in an appropriate way.
(c) TQM help us to maintain qualitative library and information services.
(d) TQM helps in libraries improves the image of the library staff and helps in public relation and marketing.
(e) TQM helps for development the qualitative library collections.

(2) **Implementing TQM techniques in Academic Library**

Total Quality Management as a management tool needs to radically rethink the way in which a library is organized and performs its functions. *Susan & Barnard* presents a model for the implementation of TQM in the library setting. It outlines a ten-step process divided into the four stages at

While implementing TQM in library services, a different set of skills is required of the staff. Training is key component in TQM which upgrades the skills of the staff. Implementation of TQM provides a library organization with the opportunity to update and enhance the abilities of the staff to work effectively and collectively.
Today, all kinds of organizations are becoming customer oriented organizations to survive in this world. So, they need to provide quality products and services to their customers. Total Quality Management (TQM), provides the tools and the direction to improve quality.

Libraries has always been committed to provide a high quality of services to its users. In the past, consuming more resources, buying more books, and moving to large premises are considered as improving quality. But that approach is not valid today. One of the good solutions to improve quality is to provide right information to a right user at right time. This requires a through change in the
approach – an approach based on user requirements and user satisfaction. It is believed that this can be achieved by implementing TQM. Thus, TQM approach is slowly getting popular in today’s libraries.

Capezio & Morehouse defines TQM as follows: “TQM refers to a management process and set of disciplines that are coordinated to ensure that the organization consistently meets and exceeds customer requirements. TQM engages all divisions, departments and levels of the organization. Top management organizes all of its strategy and operations around customer needs and develops a culture with high employee participation. TQM companies are focused on the systematic management of data of all processes and practices to eliminate waste and pursue continuous improvement”.

In general, total quality management is defined as follows:
Quality – is to satisfy customer’s requirement continually
Total Quality – is to achieve quality at low cost or efficiency from lowest to top management.
Total Quality Management – is to obtain total quality by involving everyone’s daily commitment.

3.6 Stages of TQM
Four stages can be identified in the evolution of TQM. They are:

(1) Inspection-based System
(2) System of Quality Control
(3) Quality Assurance
(4) Total Quality Management

Quality Management started with simple Inspection-based system, where a product was compared with a product standard by a team of inspectors. First revolutionary charge – System of Quality Control came along with II World War. At that time quality was achieved through control systems, product testing and documentation control. In the Quality Assurance stage, there was a change from
product quality to systems quality. Typical of this stage were quality manuals, quality planning and advanced document control. Quality assurance is prevention-based.

The fourth stage of development was TQM. A clear and unambiguous vision, few interdepartmental barriers, staff training, excellent customer relations, emphasis on continuous improvement, and quality of the company as a whole are typical in a TQM environment.

3.7 TQM Organization Vs. Traditional Academic Organization

A Total Quality Management Organization is not the same as a Traditional Organization. The following table gives the actual differences between TQM Organization and Traditional Organization.

<table>
<thead>
<tr>
<th>Traditional Organization</th>
<th>Total Quality Management Organization</th>
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<tbody>
<tr>
<td>1. Company-driven</td>
<td>Customer-driven</td>
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<tr>
<td>2. Short-term orientation</td>
<td>Long-term orientation</td>
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<tr>
<td>3. Opining-driven</td>
<td>Data-driven</td>
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<td>4. Tolerance of waste</td>
<td>Elimination of waste</td>
</tr>
<tr>
<td>5. Fire fighting</td>
<td>Continuous improvement</td>
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<tr>
<td>6. Inspection</td>
<td>Prevention</td>
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<tr>
<td>7. Fortressed departments</td>
<td>Cross-function teams</td>
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<td>8. Top-down hierarchy</td>
<td>High employee participation</td>
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<tr>
<td>9. Blame</td>
<td>Problem-solving</td>
</tr>
<tr>
<td>10. Isolation</td>
<td>Systems Thinking</td>
</tr>
<tr>
<td>11. Management</td>
<td>Leadership</td>
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(1) TQM Principles: TQM basically emphasis on continuous performance output. By adhering a set of general governing principles, TQM achieves this.

(2) Delight the Customer: This principle focuses on understanding and meeting the customer needs. The core concepts that relate to this principle are ‘Customer Satisfaction’ and ‘Internal customers are real’.
(3) **Management by Fact:** Having the facts necessary to manage the business at all levels is the second principle of total quality. If we know where we are starting from, we can measure our management. Decisions must be based upon facts for continuous improvement. The core concepts of Management by Fact are ‘All work is a process’ and ‘Measurement’.

(4) **People based management:** The role of people is more important than systems, standards, and technology. Without people quality cannot be produced. ‘Team work’ and ‘People make quality’ are the core concepts of this principle.

(5) **Continuous Improvement:** Growth of competitors and more expectations of customers necessitates the continuous improvement. The core concepts are ‘Continuous improvement cycle’ and ‘Prevention’.

### 3.8 Academic Library as Service Industry

Among the service industries such as Airlines, Banking institutions, Insurance companies and Health care providers, Libraries are the last to adopt TQM practices. For a long time, Librarians saw themselves as keepers of knowledge rather than active agents in information transfer. Though the main aim/objective of libraries is to satisfy the users, the library professionals often forget that. But today’s libraries are pushed to a position where they have to provide quality services to its users, to justify their existence. So, now libraries are also started adopting TQM practices following other kinds of service industries.
References


7. Nunan, T. & Calvert, J. (1995), Report of the project to Investigate Quality and Standards in Distance Education.

