CHAPTER VI A PROPOSED TQM MODEL PLAN FOR UNIVERSITY LIBRARY SYSTEM

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6.1 Introduction

The impetus for an organization development process in the university libraries of India in general and Karnataka Universities in particular, arose from the fact based on the findings of research study and strategic planning laid down by the investigator, as a model for Total Quality Management (TQM) application in University libraries of Karnataka. While designing a TQM model for university library system, an attention has to be given to the changing role of professional staff, complex needs of customers and application of Information Technology in the light of the objectives of the study, keeping in view of the principles of TQM.

TQM sets the guiding principles that represent foundation of improving organization and focuses on customer satisfaction and involvement of work force. It is base for the libraries in executing their duties and responsibilities efficiently and effectively to meet the information needs of customers in time. The priority areas have been identified, stimulating the change in the university system of the library is:

- Pride in individual accomplishments and improving image of libraries;
- Urge on the part of the Library and Information professionals;
- Unity in diversity as an appreciation;
- Strong peer communication;
- Team spirit;
- High standard, a only solution for quality based services;
- Application of information and communication technology;
- Training and Development;
- Evaluation for improvement; and
Thus the concept of TQM has to be introduced in university libraries, advocating the creation of a new quality culture that could emphasize unity, integration, collaboration and trust and invest in training so that all staff may develop as team members and establish a sense of unity for a common cause and mission of the library system. It should be noted in this context that, application of TQM in Library systems is an ultimate and sine-quo-non for survival before a non-professional steps into our shoes, with a view to extend quality based services to the satisfaction of user community.

6.2 TQM Model for University Library System

Strategic planning is an important management process and inextricably interwoven into the entire fabric of management while implementing TQM in library and information centers. For the convenience, the whole process of TQM with regard to Library and Information Centre has been categorized under two phases.

6.2.1 First Phase: Policy and Strategy

6.2.1.1 Strategic vision

Owing to the gigantic increase in new information and technological resources resulting in information explosion. With the advent of Information and Communication Technology and users becoming more information consciousness than ever before, places greater stress on the library managers to provide the best possible information services to the customers ‘doing’ more with ‘less’, being an ultimate goal of the library. The successful implementation of TQM will depend to a large extent on how carefully the vision statement is crafted.
6.2.1.2 Mission

The library mission statement is directly proportional to the vision statement of the library. The ultimate mission of a university library is providing access to information in order to support the current and anticipated instructional, research and service programs of the university with commitment, dedication and team spirit on a continual basis. The responsibility entails the collection development, organization and availability for timely access to the customers.

6.2.1.3 Strategic goals and objectives

In order to achieve the mission of the library, the following strategic goals and objectives have to be adopted by the library system.

□ Develop user focus, user-centered culture in designing and developing information services;

□ Acquire information/knowledge in print as well as non-print format, keeping in view of germane needs of customers;

□ Dissemination of information services as pro-active services;

□ Appropriate technology-based services to the customers, a need of the hour;

□ Develop user instructional programmes to extend basic information literacy competencies and life long learning skills;

□ Outreach and marketing of information services to attract and cultivate knowledge consumers; and

□ Adopting evaluative tools at regular interval, which acts as a base for TQM to improve the efficiency of customer services.
The strategic planning model based on mission, goals and objectives of the university library systems is shown below.

![Strategic Planning Model](image)

Figure- 4. Strategic Planning Model

6.2.2 Second Phase

The necessary cultural change would happen slowly and TQM culture in any organizational setup could not be built overnight and requires disciplined approach to never ending environment. To achieve Total Quality Management in a university environment, the university has to adhere to ten steps for quality improvement cycle.
6.2.2.1 Leadership

Getting quality results is not a short term but sails a long way to improve the quality processes on a continual basis which require a leader to lead the team towards TQM philosophy. TQM requires hands on, continuous leadership and is must for Library and Information Centres without which the dream of fulfilling the quality culture as a means to enhance efficiency in information services is not possible. The excellent leadership is characterized by

- Visible involvement in leading total quality;
- Play a role model;
Dedicated, committed and knowledgeable;

A consistent total quality culture;

Timely recognition and appreciation of efforts and success of individuals and teams;

Support of total quality by provision of appropriate resources and assistance;

Involvement with customers and suppliers;

Active promotion of total quality outside the organization;

Accept the responsibility;

Establish quality policies;

Provide problem-oriented training; and

Stimulate improvement.

The leadership model for library and information centres rests on the ability of library managers to frame quality policy and implement in the best interest of the organization goals and objective in order to enhance efficiency in information services to the user community. The model for an ideal leadership is given below.
The leadership styles comprises of six styles i.e., coercive, authoritative, affiliative, democratic, pace setting and coaching. Among them, pace-setting style of leadership has the highest consideration. However a better management style is one where management provides a vision, sets clear standards and goals, shows individuals what is expected of them, let employees do the job and gives feedback.

6.2.2.2 Staff Management

The library of the future needs a vision, technology services, but most of all it needs the creativity of the people working in the library and they should be given opportunities to learn and develop. We are living in the information era, wherein the concept of today may not be same as tomorrow and are evolving sea of changes in
library activities and services, user needs, technology and quality perceptions. The professional staff must afford to learn new skills, which they can use at work to benefit their careers and to the society. The transformed library must emphasize continuous learning and library personnel must have an abundant learning opportunity.

One of the essential ingredients of a quality program is an extensive amount of training to the library personnel's. By training and development, the full potentials of library personnel can be achieved to improve the efficiency and development of the library as shown below.

- Continuous improvement in staff management is accomplished.
- Skills and capabilities of the staff are preserved and developed through recruitment, training and career progression.
- The involvement of everyone enables to share information on their work and associated quality problems.
- Develop the staff's understanding the concept of TQM and are promoted to take appropriate actions.
- Enables building team spirit among staff for quality improvement.
- Effective communication among top, middle and low level management and library is achieved.

The library training programme as a model is shown below.
The aforesaid training programme will enable the staff to familiar with the techniques such as latest development in their field; group problems and strategy, IT applications, flow charting, force field analysis, Pareto analysis, brainstorming, cause and effect analysis and use of data presentation methods. Thus the training and development will eliminate waste and effecting continuous improvement.

It should become a regular feature of library to conduct workshops and brainstorming discussions at a regular intervals within the organization like handling customers, priority areas of change, Internet, customer complaints, redressal of grievance etc. would provide a novel method for improving services of library staff. Further, the professional staff needs to be deputed to various national/international conference/workshops to keep abreast of latest development in their field and in-turn
its application in library activities and services. This provides a motivation for the staff to enhance their efficiency in improving the quality-based services to the customers. It should be noted in this context that, assessment of staff satisfaction is based on the same type as customer satisfaction.

6.2.2.3 Customer Driven Services

In the world of changing information and documentary channels, libraries need to focus on customer satisfaction. The success of Library and Information Centres depends upon the customer satisfaction over the library activities and services. It is logical that the library and Information services are meant for user community and therefore their services should be based on user requirements. Thus, the quality of services is a service, which fulfills customer’s expectations. The days have gone when the success of library is measured in terms of quality of collection or staff, but now it is the customer’s level of satisfaction, which is a driving force for TQM. The whole library activities and services centred on the customer and the role of customers cannot be neglected in the process of TQM in libraries. In this context, Mahatma Gandhi says, “A customer is the most important visitor on our premises. He is not dependent on us; we are dependent on him. He is not an interrupter to our work; he is the purpose of it. He is not an outsider on our business; he is a part of it. We are not doing him a favor by serving him; he is doing us a favor by giving us an opportunity to do so”.

Majority of users normally view the library critically, is of course a healthy trend but at the same time they should come out with solution acting as a guide, philosopher and friend to the Libraries providing moral support will boost the libraries in achieving
TQM in libraries. The customer being the nucleus in the system, all our efforts must be enforced to satisfy the customer who is driving the force to move the wheel of organization. Attracting and retaining the customers through programs designed to produce loyalty to an origination become one of the most popular marketing trends of the millennium. The customers remain loyal as long as they are satisfied with the quality of services being offered. Assessing service quality in the first step in retaining customers in today's competitive environment. Service quality encompasses the relationship between library and its clientele is often depending on customer expectations and the need for the organization to exceed user expectations.

6.2.2.4 Management Support

The management involvement and support needs to be more visible, and then only it is possible to achieve TQM in libraries and information centres. In the academic and university set-up, however dynamic and keen librarian's leadership may be to excel quality based services to the users but without the management support, involvement and participation, driving towards quality management becomes difficult rather impossible.

The library committee and university management must be totally dedicated and have active participation in the TQM program, before and after it is introduced in the library and information centres. Although the quality is everyone's responsibility, management authorities must make the efforts towards TQM, if the results are to be long lasting and meaningful. Without management involvement and leadership, the quality improvement process will never achieve its ultimate goal of entire management process and working processes of the library organization. Management
at higher level of the university environment must involve by providing moral support to the Library and Information Service managers in the nuts and bolt activities needed to bring the quality in routine activities and services of the library.

The tools and techniques used in order to encourage a total involvement from management authorities in the university environment are as follows:

- The concept of TQM philosophy needs to be educated for all levels of management is critical to the success of TQM. This involves mainly: developing and understanding about the basic fundamentals of quality; developing and understanding the role of customers diagnose and analyze customer satisfaction dimensions; creating awareness and perspectives of National and International quality issues and influencing management to integrate quality as a primary objectives in decision making process.

- Management participation as a regular feature in the library activities, services and decision-making processes towards TQM in libraries. This will boost the morale of management authorities and will be a part of quality team in executing the library work effectively and efficiently.

6.2.2.5 Quality: A continuous improvement

Quality is a never-ending process; continuous improvement should be the objective and the responsibility of everyone in the Library and Information Centre. The library should not be satisfied with one time success but aim at sustaining success through continuous improvement because customers in the Internet era have multifarious needs expect still better services.
The strategic Total Quality Management Model for University Library Systems based on the above facts is shown below.

**Teamwork**
staff dedication
and involvement

**Tools**
- Problem solving process
- Service improvement process

**Continuous Improvement** (PDCA cycles)
- Goals and Objectives focus on results clear statements of goals

**Communication**
- Internal customer supplier relationship
- Team structures design assignment

**Teams**
- Interdepartmental committees, work teams

**Tools**
- Customer surveys service improvement process
- Problem-solving process service improvement process

**Figure-8. TQM Model for University Libraries**
Total Quality Management is a structured system confirming to the customer requirements and exceeding customer's expectations, as quality is customer defined. To achieve TQM in a university environment, the library professionals need to assess the service quality in terms of customer's expectations and to exceed their expectations in order to retain customers. Thus, a TQM tool SERVQUAL has been applied to measure the customer's perceptions and expectations, as an evaluative tool to measure the effectiveness of university library in the light of TQM philosophy. Analysis and interpretation of data reveals that, there is a need to give more emphasis on quality dimensions – Tangibles followed by Reliability, Communication, Responsiveness, Access, Assurance, Empathy and Security. In a nutshell, based on the study, a quality model for SERVQUAL dimensions in the university libraries of Karnataka has been given below.

Fig. 9 SERVQUAL Model for University Libraries
6.3 Conclusion

Many libraries have embarked on plans for implementing quality based philosophies of TQM with a view to apply in Library and Information Service activities to provide quality based services. We are entering into the era of challenging competitive phase and as such library managers should be committed to create quality environment, just not for the sake of applying but for creating quality culture. The success of information systems depends on the ability of library to meet and exceed customer expectations and thus to have competitive edge over others. The quality models may or may not be true to the library but what matters are the internal philosophy, culture and the external environment of the library. To conclude, the ultimate success of the TQM programme in the Library and Information Centres largely depends upon the professional team group working effectively together, with the shared values of TQM in order to achieve the library goals.

REFERENCES

