CHAPTER VII FINDINGS AND SUGGESTIONS

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7.1 Introduction

The quest for quality in the university library system begins with a focus on customers care and the librarians should allow the library customers to judge service quality in the university libraries and necessary steps must be taken to fulfil the customer's expectations. The librarians who are willing to adopt quality culture and improve towards service quality should abide with the customer's judgement. This change in attitude of the librarian will help 'to do it right the first time and all the time'. This kind of change in university library culture, "by responding to real needs of patrons, librarians can earn a reputation for quality and thrive in the highly competitive information age".1

Quality culture enables to meet and exceed the expectations of users. Thus quality management, "represents a systematic change that must begin with the commitment of an organization's top management to empower staff, eliminate bureaucracy, and focus on the customer".2 To be successful in TQM venture, the university libraries have to "focus on defining, funding, organizing and marketing essential products and service".3 This trend of serious involvement of university library system with continuous quality improvement initiatives will emerge as the institutions of quality management.

The growth of library and Information systems and services on the national and international level and priorities earmarked in the new education policy of the government of India, to improve the quality of higher education and research have increased the emphasis on the use of new technology and adoption of Total Quality Management techniques and tools in the university libraries.
Therefore, sincere efforts have to be made by Library managers and researchers in the field of library and information science to make collaborative effort with management experts, information technologists, economists, sociologists and other scientists to devise and develop information cost models for extending new information delivery services. In service quality to expand the customer base and library usage as the vision of 21st century university libraries.

An attempt has been made to give in summary form, the findings of the study and the suggestions to improve and implement Total Quality Management in university libraries of Karnataka state in order to enhance the efficiency and quality of information services to care the customers.

7.2 Summary of findings

The important findings of the research study carried out to study the Total Quality Management and its application in the university libraries of Karnataka state are summarized below.

1. Most of the university libraries are providing traditional and modern information services to the library customers except the services like technical writing skills and translation services.

2. The leadership qualities of the university librarians in the university libraries of Karnataka are found to be satisfactory (x=4.33) and highly polarized towards Total Quality Management (TQM) philosophy and so also the policies and strategies adopted by the university librarians in Karnataka (x=4.27).
3. The study found that, majority of the university librarians in Karnataka have developed a better attitude (x=4.22) towards the prospects and developments of the library professionals who are working under them keeping in view of the objectives of the university and quality and library and information service.

4. The university librarians have attendance to adopt better strategy (x=4.66) towards development of information resources and also good work processes (x=4.22) for the success of the library activity and service quality.

5. The qualifications of library professionals have considerably improved after joining the library profession, when compared with the qualification acquired at the time of joining. Further the study reveals that, the library professionals have better promotional avenues in the University library system, which is a healthy trend for adoption and implementation of Total Quality Management in the university library set-up.

6. The professional staff in the university libraries of Karnataka doubts the capability and competencies of library management with regards to staff evaluation methods (sk-0.024), solutions to the library problems (sk0.007), co-operation (sk-0.288) and consideration of library professionals as an asset (sk-0.191).

7. The professional staff is satisfied with the leadership qualities of the librarian except librarian's commitment and dedication to the service quality (sk-1.321), which poses serious consequences for improving the attitude of university librarians in Karnataka.

8. Although the library staff are satisfied with the quality work culture but they are not clear in expressing their opinion regarding the prevailing of healthy atmosphere in the library (sk-0.177); their commitment to the library goals (sk-2.161), accepting the job
assignments (sk-1.620), supervision of subordinates (sk-1.690), accountability and responsibility (sk-2.103).

9. The professional staff of university library attends the customer (sk-0.518) and provides accurate and timely answers to the queries instantly (sk-0.455).

10. The library professionals have a better motivational avenue in the University libraries of Karnataka and entrusted with the power and authority for executing the work effectively and efficiently. Further professional staff has better work processes, procedures and practices in the library for service quality.

11. The teaching faculties in the University system are satisfied with the relevance and usefulness of books (sk-0.904), reference sources (sk-0.313), periodicals (sk-0.470), indexing/abstracting and Internet access facilities. However, the teaching faculty has discarded Microfilm/microfiche (sk0.802) and Audio/Video information sources (sk0.524).

12. Books (sk-0.454) and Internet access (sk-0.345) are the two major information sources yielded satisfaction to the research scholars, but the information sources like microfilm/microfiche, audio/video sources, bibliographies have been considered as least useful and relevant to their course related activities in the university environment.

13. Postgraduate Students indicated Books (sk-1.035) and Reference sources (sk-0.546) are the most relevant and useful for the course and research activities. On the other hand, microfilm/microfiche and audio/video sources have been totally neglected sources of information so also the manuscripts and C-D ROM databases.
14. The teaching facility in the university environment of Karnataka are satisfied with the library organizational tools like classification and cataloguing (sk-0.665), directional signs and guides (sk-0.402), reference collections, proper and prompt shelving of library collection and its good conditions and also retrieval tools.

15. Directional signs and guides (sk-0.456), classification and cataloguing tools (sk-0.361) have been properly maintained in the university libraries and expressed satisfaction by the research scholars. However the remaining organizational tools have not influenced any better impact on the research scholars.

16. Majority of the post-graduate students are satisfied with the library signs/guides (sk-0.641), classification and cataloguing (sk-0.678), printed catalogue (sk-0.367), proper and prompt shelving and good conditions of library collections and library’s retrieval tool.

17. The facilities and services extended in the university library are known to the faculty members (sk-0.439) and are satisfied with the photocopying (sk-0.717), circulation (sk-0.755), reference (sk-0.363), and indexing and abstracting services (sk-0.473). However they are silent towards the remaining information services extended to them in the University libraries of Karnataka.

18. The Research scholars in the universities are aware of the information services offered in their respective university libraries (sk-0.342). Circulation service (sk-0.620), photocopying service (sk-0.519), reference services (sk-0.332) and Internet services (sk-0.303) have been found to be more effective services. As regard to the other services, the research scholars are silent in expressing their clear opinion.
19. The Post-Graduate Students are satisfied with the newspaper clippings (sk-0.697), current awareness services (sk-0.623), reference (sk-0.983), circulation (sk-0.484) and indexing and abstracting services (sk-0.429). They are quite aware of the information services provided in the university libraries (sk-0.485).

20. The faculty members of the universities are satisfied with the library professionals inviting ability (sk-0.460) their personal approach (sk-0.693), efficiency in providing relevant materials (sk-0.472) and attending the query promptly with their strong grasping power, making themselves available at all the service points of the library. As regards to the remaining features of the library professionals, the faculties are passive.

21. The research scholars have shown positive attitude towards the promptness of the library staff (sk-0.646), their inviting ability (sk-0.363), personal approach (sk-0.647), efficiency in providing service at service points and understanding and grasping power of the library personnel.

22. The post-graduate students are satisfied with the features of library professionals in providing the service quite effectively with their prompt (sk-0.692), inviting ability (sk-0.613), grasping power (sk-0.466) and their availability at service points of the library (sk-0.510).

23. The faculty members are satisfied with the infrastructure facilities available in the university libraries of Karnataka. They are: adequacy of library staff (sk-0.592), suitable library furniture (sk-0.695), sufficient lighting/ventilation (sk-0.642), reading hall, safety/security in the library, photocopiers and ideal library hours. However,
they are dissatisfied with the stationery facilities (sk0.559) and also good working conditions of audio-visual aids, microfilm/microfiche and computer printers.

24. The library infrastructure facilities available in the various university libraries of Karnataka are quite satisfactory to the research scholars. Among them; adequacy of library staff (sk-0.491), library furniture (sk-0.872), air-conditioners, silent reading halls, safety in the library, sufficient and good conditions of photocopy machines and ideal library timings have yielded satisfaction to the research scholars. However, the research scholars are dissatisfied with the stationery facilities (sk1.125) and also good working conditions of audio-visual aids (sk0.520) and microfilm/microfiche (sk0.566).

25. The Post Graduate students in the universities of Karnataka are satisfied with the library infrastructure facilities like; adequacy of library staff (sk-0.608), suitable furniture (sk-0.768), sufficient library ventilation, air-conditions, silent reading halls, and ideal library hours. However, they are not happy with the stationery facilities (sk0.812) and good working conditions of audio-visual aids (sk0.329).

26. Deemed university library customers are satisfied with the quality collection of information resources, their organization and quality services rendered in their library. Similarly their satisfaction over the impressive library staff and good infrastructure facilities followed by the users of Agriculture University library and Academic University Libraries in providing overall facilities and service quality.

27. The service quality dimensions of reliability, responsiveness, assurance, access, communication and tangibles applied to university libraries in Karnataka are found to
be satisfactory to a little extent with an average mean falling at 3 and above in the scale of 1 to 5.

7.3 Suggestions

The rational research study of analyzing the Total Quality Management applications in the University Libraries of Karnataka enable the investigator to suggest the measures for improvement of quality based services in the university environment. In view of the above discussion and findings of the study, the following suggestions have been made in order to imbibe the quality techniques in the library systems for providing quality services to the patrons. For the convenience, the suggestions have been explained in three sections, keeping in view of Librarians, Library Professional Staff and Users.

7.3.1 University Librarians

1. As a matter of fact, majority of library staff are unaware about the importance of TQM philosophy in the library systems and therefore, educating and imparting the significance of quality culture to the professional staff in the university library set-up has to be heralded. The university librarians should take initiative and convince the vital role of TQM to the university authorities in applying TQM techniques in the library, keeping in view of its long-run benefits to the user community.

2. Information Technology has revolutionized the library activities and services. Electronic libraries and Virtual libraries are the talk of the day. Modern technology along with quality management techniques should be captured and promoted in University Library. As a result, the university library should keep abreast of latest developments of Information and Communication technological skills and modern management tools and techniques for smooth and effective handling of quality-based
services in the university library environment. To achieve this, a strong and feasible technological infrastructure has to be built up in the library system to ensure service quality.

3. Adequate education, training and development should be provided to the library and information professionals on a continual basis, so that they can shoulder the new challenges and responsibilities for quality service to their library customers.

4. The university librarian should strengthen inter-personal relationship among the library professional staff believing in teamwork by keeping trust and displaying respect to them. Effective co-operation and co-ordination among library staff is the need of the hour to keep library customers satisfied and enable building team spirit among staff for quality improvement, without which the TQM in library remains unattained aspiration.

5. The librarian should have a capability in gaining confidence and strong management support and their commitment for successful implementation of service quality through TQM in the library activities and services.

7.3.2 Library Professional Staff

The suggestions are collected from the library professional staff for the applications of TQM in the university library system of Karnataka. On the basis of findings, discussions and suggestions made by the professional staff, the following measures are highlighted in order to promote TQM.

1. The library professional should be considered as an asset for development than a mere commodity and should be delegated and empowered with important powers and
authority for executing and discharging their duties and responsibilities quite effectively in order to provide quality based library and information services.

2. The university librarian should be committed and fully dedicated to the service quality and should maintain positive attitude towards the professional staff working with him. The librarian should also adopt a participative style of management rather than autocrat style.

3. There should be an ideal mechanism to have adequate staff to the library by developing a standardized staff formula for smooth functioning of the university library system in adopting TQM in library. Emergence of Information and Communication Technology has necessitated not only adequacy of staffs but also the competent staff to meet the ever-growing challenges of the information era.

4. The library professionals should have better motivational avenues in the university library set-up, which leads to quality culture environment and brings more efficiency in work culture. In view of this, the management authority should motivate the professional staff for optimum utilization of their skill and talent by means of offering a feasible promotional policy; rewarding for the excellence of job performance, timely redressal of grievances and reducing the work tension and fear among the library professional staff.

5. Adequate budget provision needs to be made for optimizing the talent of professional staff in adopting service quality by applying information technology in library activities and services. This will enable to have sound infrastructure facilities like LAN etc. and this will enable library to develop in modern lines with technological
gadgets at the disposal in order to extend technology mediated quality information services to the customer care.

6. The librarian and the professional staff should work, hand-in-hand by developing trust and confidence among themselves and thus creating a quality work culture for the prosperous development of the library.

7. Training and Development to the library professional staff should be a regular feature of the library; so that they can shoulder the new challenges and responsibilities in meeting the complex needs of users and the impact of technology on library activities and services. By this, the professional staff gets confidence and builds high morale towards the institutions and contributes to the development of university library system. Deputing the professional staff to the National/International symposiums, workshops and training will enhance the efficiency and quality of the professionals, which is a pre-requisite for adoption of TQM in university library system.

8. The library staff should attend the customer problems very carefully by providing timely service and accurate answers to a query. They should be courteous, have good attitude with helping nature to treat the library customers with respect and smile; conformance to the customer’s requirement is centrifugal for TQM. The university libraries that are caring the customer’s perceptions and expectations will certainly move towards the service quality culture in the university library system.

9. There should be a regular library staff meeting for understanding the strength and weaknesses of the library activities and thereby comment with solutions for improvement in service quality and to execute the work effectively.

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10. The library services processes and practices should be planned keeping in view of the customer needs and demands. The librarian should give an opportunity to the library professionals for developing work process of the library. A joint team effort has to be made in improving the work process, procedures and practices for quality culture.

11. The professional staff should be proud to be part of this noble library profession and should be totally committed to the library goals and values. They should accept all the assignments entrusted to them and should be accountable and responsible for the job assigned. This sort of commitment and positive attitude will definitely push the university library towards the TQM certified libraries.

7.3.3 Users

Libraries have a long-standing commitment to the provision of a service to their customer. Assessing service quality is the first step in retaining customers in today’s competitive environment. Thus, Users form an integral part of the university information system and the library activities and services; revolve around the user needs and perceptions. On the basis of findings of the study, the information elicited from the users form a basis for providing suggestions. The suggestions have been incorporated and elaborated below, as a recommendation for the application of TQM in university library system of Karnataka.

1. The university library has to develop a need-based and quality collection of information sources with latest editions, which are relevant and useful for course and research activities of the users. Further, provision for multiple copies of textbooks are made.
2. The university library should prefer electronic medium like CD-ROM, DVD-ROM and Internet as a means of information storage and retrieval to enhance the retrieval efficiency of the clientele. However, they should also concentrate on developing collection of non-book materials like microfilm/microfiche and audio-video sources, to care the customer’s perceptions and expectations.

3. As the customers in the university environment are not much aware about the significance of secondary tools like bibliographies, Indexing and Abstracting Sources, efforts should made by the library managers in imparting the importance of these information sources as a basic tool for pursuing research by conducting user orientation as a regular feature of the library.

4. The library collection has to be properly organized and re-shelved promptly by making provision of directional signs and guides. The library materials should be maintained in good condition.

5. The classification and cataloguing tools act as a mirror of the library and therefore, classification and cataloguing of library materials should be consistent and updated regularly for providing access to quality collection to the customers.

6. The university library is a silence zone; efforts should be made to maintain silence by displaying notices; quotations and spreading carpet over the library to avoid noise.

7. The information services especially reference service, documentation service and reprographic service has to be improved considerably in extending personalized quality based services to the users.

8. The university library has undergone sea changes owing to tremendous impact of information and communication technology in modern era. Efforts should be made by
the libraries to modernize its activities and services by making use of latest technological gadgets and institute technology mediated access services like OPAC; Internet; Digitization, CD-ROM database facility, online search and video-conferencing and enable for quality culture.

9. The infrastructure facilities like research cabins; lighting and ventilation, drinking water facility, toilet facility; gardening and generator facility has to be strengthening the quality dimension of Tangibility.

10. Adequate financial provision should be made to procure books and periodicals and also upgradation of computer infrastructure and thereby meeting the nascent information needs of the customers.

11. Weeding out policy has to be documented to withdraw out-dated collections and keep only live and quality based collection. Strict vigilance at counter and stack area has to be made to control flicking of pages from collection.

12. The library should develop innovative ideas and propose ad-hoc projects for self-sustainability and to create its own resources.

13. A mechanism should be developed to evaluate the performance of library system to understand the usefulness and relevance of library to its customers. Therefore, users feedback should be taken at every academic year to improvise the services of the library and this helps in moving towards the concept of TQM.

14. Academic Libraries in Karnataka are need to give more emphasis towards library resource collection, organization, services and infrastructure facilities, followed by Agricultural universities.
7.4 Further Research

In view of the present research study, the further research in the area of Total Quality Management can be extended to the following facets.

1. Total Quality Management Model can be developed on each activity viz. Cataloguing; Database Creation and Development etc., and services viz., Reference service, SDI etc., of the library, which will provide an insight and standard for executing and implementation by developing detailed documentation.

2. Evaluation of the existing Service Quality dimensions and developing new quality dimensions for quality services to the library customers.

3. Development of new Total Quality Management evaluative tools to assess user satisfaction and how these can be successfully applied library and information services in general and academic libraries in particular.

4. The research literature does not report the quality and performance of academic libraries except in narrow contexts in individual studies. There is a need to conduct research in developing new information models, definitions and measures besides refined way of interpreting the customer data. Measures are needed to work both locally and internationally, the productivity standards for tasks to implement quality models in meaningful way and library managers need to know how to link individual study results to the regional or national performance.

5. More research is needed that will lead to agreed upon measures of library and information related outcomes in higher education of the university system which includes information literacy, faculty research productivity and libraries success. This will ultimately lead to establish progressive correlations among measures of inputs,
processes, outputs and satisfaction and emergence of multi-dimensional models and enable in developing a new specialized discipline i.e. TQM in Information Services as a branch of library and information science.

6. Research is required on the customer's perceptions and expectation on the future of university libraries to evaluate their collection of information resources, services and role to be played.

7.5 Conclusion

The university libraries have undergone a paradigm shift from traditional acquisitions and public services to the explosion of networked information resources, self-publishing and other variations of traditional mechanisms for identifying, selecting, organizing and delivering scholarly information.

Challenges are coming from several quarters – from Information and Communication technology and the convergence of library and computing facilities to have an integrated library and an unprecedented value, which has been placed on information management force to reap the best of quality management. University library systems need to respond to these change and challenges of information management, which has strong bearing on teaching, learning and research in the university environment. Further we are expected to accommodate and participate in this transition to avoid further erosion.

The success and sustenance of libraries in future depends upon their capability to be more dynamic and continually to prove their value in academic and research endeavor. The only alternative left to the university libraries is to adopt TQM in all the integrated library activities and services and thereby contribute to the productivity and accomplishments of the customer expectations. The university library systems had a variety of reasons for
implementing and promoting TQM, due to increase demands for quality service from the customers, impact of information technology and rising costs, resulting from inflation were becoming the standard for today's university systems. Greater efficiency, improved service and optimum utilization of resources are the reasons for undertaking TQM in the university library systems. The importance of quality has been in the past and this will march into the future and remain as key strategic importance to the librarianship. But the ultimate goal in obtaining highest quality products and services remain as an integral part of our library profession's ethos and no matter what modern management tools do we apply in search of 'Quality'.

REFERENCES

