**CHAPTER-I INTRODUCTION**

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1.1 Introduction

The world experienced different eras. Era of agriculture, where the agriculture was predominant and the second was the industrial era where the developments in the evolution of industry could be traced and at present we are in the information era, whereby information has got the highest recognition and currency for the overall development of a country and the world as a whole.

Information is the product of human research activities and thrust for the new knowledge; for this purpose, many researchers are striving hard to accomplish this novel endeavor. In support of this venture, several organizations and research institutions of higher learning like universities are struggling hard to accomplish the required aims and ambitions of the institutes, striving to acquire and assimilate new knowledge. There is an exponential growth of knowledge and published information and thrust for the research and development activity, and has led to the drastic developments in information research by different scientific community leading interdisciplinary disciplines. Similarly the information has become one of the major economic resources with the competitive edge to the possessor and “Information scientists have the potential for influencing the corpus of knowledge with which they deal and play greater part in knowledge engineering”\(^1\)

The exponential growth of information being published in various forms and fields of knowledge, the growing number of users and their ever changing and increasing demands of information of multidimensional in nature, the escalating costs of library documents and cut in financial resources of university libraries have made the university librarians to look some alternatives to overcome these bottlenecks.
Application of modern management tools like Total Quality Management (TQM) with IT culture will certainly give some means to overcome these barriers.

Growth of literature and its flooding for the end user has become a very difficult task to digest the entire thing and bring out something new. Now a day, we are known for the financial crunch and at the same time having an ambition to have everything published in their field of research. Therefore, we should have judicious management of finance by adopting newer management techniques to gain more out of less finance. Escalating prices of reading material has made, impossible to acquire all that needed by research organization. Hence, there is a serious demand for adoption of modern management techniques and devices and act judiciously to gain maximum with the minimum resources and “to do more with less”2 otherwise it hampers the library research activities with their limited resources with which they need to manage. Due to this situation, they cannot sit as a spectator but strive hard by adopting novel management devices to meet the increasing demand for information at all levels. It is the right moment to rule out traditional methods of managing library resources by giving way to the latest developments in the field of management. Hence, the Libraries of higher education should struggle hard to find a newer way of management to accomplish higher level of efficiency and effectiveness in collection development planning and organizing most efficiently in pursuing and disseminating the information. The best way to do is to avail existing management techniques in managing information resources, manpower strength and using information and technological support in encasing the best out of it.
The libraries with bigger resources are not enough but emphasize for best use of its resources in their possession to meet the users aspiration and expectations in meeting the right information to the right user at the right time with using most economical resources has been the objective of any information system. Certainly this is possible by means of encasing the best of existing management tools and techniques along with the advancement of information technology.

Subject to the above conditions and using newer management techniques like Total Quality Management (TQM), the results are not far reaching and libraries will be in a position to do their best in fulfilling the aims and aspiration of research organizations and universities for which they become an integral part.

"The concept of Total Quality Management focuses our attention on managing everything directly or indirectly instrumental in improving the quality of services that we propose to others and TQM found to be an innovative effort to help an organization in getting a number one position"\(^3\). Today the library managers are needed to "adopt management trends and practices to find ways in the competitive environment.... Total Quality Management is a new cultural change, which is likely to bring about greater participation of the employees to achieve the goals and objectives of the university library"\(^4\).

The "Total Quality Management is a way of managing to improve the effectiveness, efficiency, flexibility and competitiveness of a business as a whole and it involves whole organization getting organized and committed to quality in each department, each activity and each person at each level"\(^5\). Carson\(^6\) further observes that, TQM is
the one modern management approach that, at its core, focuses on building quality into the processes so that the patron will not have to suffer from service mistakes and it is not a quick-fix approach but the libraries must actively follow its tenets for years to realize major benefits. Similarly “Library and information service managers have long recognized the need for customer orientation that is inherent in the TQM philosophy”\(^7\).

1.2 Need for the Study

Change in Economics and availability of modern management techniques and also emphasis on information technology has made drastic changes in the whole situation under which today’s university libraries are need to operate. The fusion of Information and Communication Technology and Quality Management have dramatically bearing on the functioning of the today’s University Libraries in fulfilling the expectations of the library users. The concept of Total Quality Management (TQM) is an emerging new management technique used in most of the disciplines and the Library and Information Centres are not an exception. TQM application in service sectors like Library and Information Sector (LIS) started in the late 1980's is an American response aiming at customer satisfaction by way of meeting the requirements and expectations of customers. This is a newer effort, emphasizing for conformance to the customer expectations. “Implementation of Total Quality Management in the Library and Information Service environment poses interesting challenges on the road to potentially significant benefits\(^8\).
We are witnessing the flood of higher education institutions and organizations that are taking birth quite frequently and we are also finding the magnitudinal growth in universities and colleges piled with more number of students and teachers. Every one of these higher institutions is having fairly good libraries to meet their user demands. But, turning to the present day requirement of the users of libraries; today libraries are confronted with series of shortcomings in financial resources; due to limited funding and drastic increase in the prices of reading material and least considering of Indian rupee in the international monetary market. Due to this gravity of situation, the time is right to think of totally different way of managing the whole show by embracing modern management techniques like Total Quality Management (TQM) for optimum utilization of all kinds of resources and services.

Besides this, all the universities are public supported with bonded duty to have qualitative resources, by systematic organization to provide qualitative products and services to their users, otherwise they are bound to loose their monitorial support, confidence and morale. This is an insight to the management of the university library to know the real causes and helps to design suitable strategies to provide optimum expected services to their clienteles of their anticipated, present and future needs.

In India, hardly any studies were conducted on Total Quality Management (TQM) in the University Library System. Certainly we do find few studies attempted on Corporations, R&D Libraries and few Special Libraries. Therefore, this study is an attempt in this direction into the realm of Total Quality Management (TQM) applications in the university Libraries in Karnataka and further suggests suitable measures to adopt TQM in the University Library set-up. This study is undertaken
with a hope that Total Quality Management (TQM) is a way of management helps to improve the effectiveness, efficiency, flexibility and competitiveness among the universities as a whole by way of involving everyone in the organization towards improving the ways in which things are done. And this study will also have positive bearing on Educationists, University Administrators, Policy Designers, Library Managers and Library Professionals.

1.3 Statement of the Problem

For the very purpose, it was felt to undertake and conduct a thorough study on new modern management techniques namely Total Quality Management (TQM) and its applications in the higher education institutes like Universities. Therefore, the present study entitled 'A Study of Total Quality Management (TQM) and its Application in the University Libraries of Karnataka State' is undertaken.

1.4 Objectives of the Study

The major objectives of the study are:

1. To evaluate the existing quality level of management; their facilities and services in different universities and deemed university libraries in Karnataka State;

2. To study the application of Total Quality Management in University Library systems of Karnataka;

3. To explore the expectations of internal library customers (Library Staff);

4. To explore the expectations of external library customers (Library Users);

5. To elucidate the modern management techniques i.e. Total Quality Management (TQM) and its applications in Library and Information Services;
6. To investigate the factors responsible for the low success rate in the case of certain services;
7. To examine the potential of IT as a tool for the successive implementation of Total Quality Management; and
8. To evolve Total Quality Management (TQM) Model for implementing in university library systems.

1.5 Hypotheses

Finalizing the hypotheses is generally a critical task but base for the research study. Ross defines “the hypotheses is a map, a chart and compass, a set of blueprints9. Therefore, following hypotheses are formulated on the basis of the related literature and the objectives drawn for this study;

1. Leadership skill of university librarians plays a significant role in accomplishing desired level of efficiency;
2. Role of Librarian in Design and Developing the library’s policy and strategy has strong bearing to achieve Total Quality Management;
3. The library Manager needs to develop an attitude of awarding their staff for better performance to boost the moral of staff in achieving Total Quality Management in libraries;
4. The university librarian’s strategy towards development of information resources is found to be satisfied;
5. Professional staff attitude towards library management is not satisfactory;
6. Professional staff attitude needs to improve towards quality work culture;
7. Professional staff attitude towards customers found to be significant;
8. University libraries are yet to make their sincere efforts for collection development of information resources to fulfill the expectations of library customers;
9. University library resource organization and management is not satisfactory;
10. The information services offered by university libraries are not satisfactory;
11. The attitude of users towards the library professionals are satisfactory; and
12. The quality dimensions of SERVQUAL applied to university libraries are not satisfactory.

1.6 Scope and Limitations of the Study

The present study is confined to universities and deemed university libraries in Karnataka. With overall coverage of ten universities, of which six are traditional universities namely Mysore University, Bangalore University, Karnataka University, Gulbarga University, Mangalore University and Kuvempu University; two agricultural universities viz. University of Agricultural Sciences at Bangalore and Dharwad. Further it covers two prestigious deemed universities namely Indian Institute of Science, Bangalore and Indian Institute of Management, Bangalore.

The study strives to probe into the existing service conditions and management techniques and tries the possible methods of implementing Total Quality Management (TQM) for providing qualitative services to their library users.

1.7 Methods and Materials

The Oxford English Dictionary defines Method as mode of investigation; a special form of procedure adopted in any branch of mental activity...for investigation and
inquiry and methodology as the study of the directions of empirical research (OED)\textsuperscript{10}. A definite technique is to be used for the collection of data from respondents by means of surveys in any branch of human knowledge. Various options available for the researcher for collection of data in library and information science include the questionnaire survey, personal interview, and diary methods; observation by self; analysis of library records; and citation analysis methods. Sometimes a combination of these techniques such as questionnaire method followed by telephonic or personal interview may also be employed\textsuperscript{11}.

As observed by Gay\textsuperscript{12} the anonymity and confidentiality was assured to increase the truthfulness of responses and the percentage of questionnaires received. If the nature of information solicited from respondents is purely for academic and research purposes, and the survey does not probe personal and controversial matters which may cause embarrassment and indignation, then one is sure to get factual answers and increased response.

The nature and scope of the research study has necessitated adopting research tools like Questionnaire, Interview and Observation techniques for collecting data from various University Libraries in the light of the objectives of the study. As the study of Total Quality Management pertains to Librarians, Professional Staff (i.e. Deputy and Assistant Librarians) and User Community comprising of Faculty members, Research Scholars and Post-Graduate Students of the universities, three set of questionnaires were prepared accordingly.
The survey pertaining to user community is based on SERVQUAL model, designed by Berry, Parsuraman and Zeithmal\textsuperscript{13} and further re-casted by Phillip Calvert and Peter Hernon\textsuperscript{14}. The quality dimensions namely, Reliability, Responsiveness, Assurance, Access, Communication, Tangibility, Empathy and Security based on this model, is used to measure customer perceptions and expectations of service quality in the university libraries of Karnataka.

1.8 Pilot Study

It is important to pretest the questionnaire before the actual study to overcome the ambiguities associated with the design of the questionnaire and the difficulties faced in translating the objectives of the survey into a set of simple queries. Accordingly, the questionnaire is pre-tested against a small group of sample population comprising of 15 members of each category of users such as PG students, Research Scholars and Faculty Members from Gulbarga University, Gulbarga. This has been done to identify the deficiencies in the design of questionnaire and for improving the same.

A Stratified Sampling technique has been adopted to distribute the questionnaire for eliciting the data from the study population. A total of 1200 questionnaires are distributed to the user community of ten university libraries of Karnataka, of which 768 (64\%) were duly received. Similarly, 70 questionnaires are distributed to the Professional Staff of these ten universities out of which 62 were collected and nine out of ten university Librarians have responded.

Further to substantiate the data, statistical tests have been conducted namely Skewness and Chi-Square Test of Goodness of Fit Test.
1.9 Chapterization

The research study is organized in Seven Chapters. Chapter One introduces the Need for the study, Statement of the Problem, Objectives, Hypothesis, Scope and Limitations, Methods and Materials. Chapter Two traces the Growth of Higher Education and University Libraries in India with special reference to Karnataka State. The conceptual framework of Total Quality Management is dealt in Chapter Three. Chapter Four provides comprehensive Literature Survey of relevant literature while Chapter Five provides Data Analysis and Interpretation. A proposed Total Quality Management model plan for University Library systems are encompassed in Chapter six and Findings and Suggestions dealt in Chapter seven.
REFERENCES


8. Ibid. p.21.


