Total Quality Management, Elements, Principles, Evolution, and their Benefit for Libraries in Modern Era

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Abstract - **In the recent era it could be noted every organization strive to perform and excel in such a manner to withstand in the highly competitive world to please their customers. Library and Information Science is no exception to it and hence they also engage in the attempt to satisfy the stakeholders of all kinds seeking the learning resource Centers .Total Quality Management (TQM), provides the tools and the direction to improve quality. In this context, Libraries has also always been committed to provide a high quality of services to its users. It is believed that this can be achieved by implementing TQM in the Libraries. This paper focuses on how to implement TQM in library so as to improve the quality of library services through the use of different elements of TQM, fulfilling the user expectations, developing staff and user commitment and surely generating value for a library.**

Index Terms - **Organization, Competitive, Customers, Library, TQM, Libraries**

1.INTRODUCTION

Libraries are both a creation and a servant of society. Libraries have 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. One of the good solutions to improve quality is to provide right information to a right user at right time. This requires a thorough change in the approach – an approach based on user requirements and user satisfaction. It is believed that this can be achieved by implementing TQM. i.e. Total Quality Management.

- Total: Everyone in the organization is involved in creating and maintaining the quality of the services and the products offered.
- Quality: The organization through individual and collections focuses on meeting customer needs, recognizing that customer perception identities quality.

- Management: In managing the system, the emphasis les on continuously improving his system in order to achieve the best results.

1.1. Definition of Quality:
Peter Drucker Says, 7 "It is important to do the right things than to do a thing rightly."
Q- Questions
U- Unbias
A- Attitude
L - Learning
I - Interacting
T- Team
Y - You

1.2. Definition for TQM:
- ISO defined TQM10 "A Management approach of an organization centered on quality, based on participation of all its members & aiming at long term benefits to all members of the organization & society."
- TQM is 10 "A System of continuous improvement employing participative management and centered on the needs of users."

1.3. Meaning of TQM:
The meaning of TQM is users' satisfaction through product or services. A library is a part of a service organization which delivers personally to the users. TQM is a step towards desired goal. The concept of TQM has come out through the meaning of quality.

2. ELEMENTS OF TQM

- Managing people
- Managing Technologies
- Managing Infrastructure
- Quality Control

3. THE PRINCIPLES OF TQM TO ENHANCE THE LIBRARY SERVICES- (SIRKIN (1993)

- Ask vendors to give product demonstrations
- Change hours of operation
- Conduct a user survey about library services
- Creates service brochure
- Develop an active outreach program
- Develop user and staff training materials
- Give a new staff a through orientation
- Implement interlibrary loan facilities
- Improve signage
- Improve the physical layout of the library
- Library orientation
- Make a Library Brochure
- Motivation
- Offer electronic document statement
- Publicize new or changed services
- Smooth acquisition procedure
- Target services to specific groups
- Technology use for easy information retrieval
- Training and development of staff
- Use flexibility in staff assignment
- User based information services

4.EVOLUTION OF TQM

- Inspection-based System
- System of Quality Control
- Quality Assurance
- Total Quality Management

5. SALIENT FEATURE OF TQM LIBRARY

A Total Quality Management Library has distinguishable features from ordinary Library. The following table gives the actual different of features among them

Sl.No.	Ordinary Library	TQN Library
1	Driven by Library	Driven by Users
2	Driven by Opining	Driven by Feed Back
3	Tolerance of waste	Elimination of waste resources
4	Inspection	Prevention
5	Fortressed Sections and activities	Cross-function teams
6	Blame	Problem- Solving
7	Blame	Problem- Solving
8	Isolation	System Thinking

6. STAGES OF TQM

- Identification and Preparation
- Management Understanding and Commitment
- Scheme for Improvement
- New Initiative, new target, and critical examination

6.1. Preparation to Achieve Quality:
- Conformity reports
- Continuous improvement
- Environmental condition
- Management representative
- Quality audits
- Quality policy
- Standardization of forms

Strong management commitment
- Surveillance
- System & procedure manual
- Systematic documentation
- Teamwork
- Training

5.2. How Quality improves?
- Commitment
- Communications
- Continuous improvement
- Correct action
- Goal setting
- HRD initiates
- Measure display, Review
- Organization climate
- Organization of events
- Periodical quality checks
- Quality circle

5.3. How Customer satisfaction can be achieved?
- Activity statistics.
- Feedback register
- Formal / informal incidents & meetings
- Personal interactions
- Survey of users

5.4. Increasing Customers Satisfactions:

- Best practices
- Collect data / analyze it
- Employee development
- Involve users
- Marketing of information
- Outreach activities
- Set benchmarks
- Simple service
- Survey-Analysis & action
- Training compulsory

7. TQM LIBRARY SHOULD HAVE?

- Infrastructure
- People
- Process
- Resources
- Strategy
- System & User satisfaction

7.1. TQM in Libraries:

Libraries are the last to adopt TQM practices than other service industries. For a Long time, Librarians saw themselves as keepers of knowledge rather than active agent in information transfer. Though the main 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 service to its users, to satisfy their existence. So now libraries are also started adopting TQM practices in a period to similar resources.

7.2. Benefit of TQM in Library (Sirkin):

- Ask vendors to give products demonstration.
- Change hours of operation.
- Conduct a user survey about library services.
- Co-operate with local government.
- Create inter departmental library advisory groups.
- Create service broachers and information kits.
- Develop an active outreach program.
- Develop user and staff training materials
- Follow the mission statement.
- Give new staff a through orientation.
- Improve signage.
- Improve the physical layout of the library.
- Offer electronic document delivery.
- Open satellite offices.

- Provide a more convenient material return.
- Publicize new or changes services.
- Simplify checkout of material.
- Target services o specific groups.
- Track complaints.
- Use flexibility in staff assignment.

7.3. Tools & Techniques of TQM:

- Bench marking
- Brainstorming
- Cause & effect diagram
- Flow chart, parco chart, control chart, own chart, Histograms.
- Malcon Baldinge
- Quality circle
- Requirement Analysis
- Shewhart cycle
- Size sigma
- Statistical process control
- Zero defects

7.4. Problems in implementing TQM?

- Problems can exist in establishing a good relationship between management control
- Promoting employee empowerment. Another problem encountered is related to TQM
- Statistical tools. An inappropriate emphasis on these tools in complex service organizations such libraries may result in TQM & its goals being regarded as unattainable.

8. SUGGESTION & RECOMMENDATIONS

- More funds to be allocated for studying the quality of information services on project basis Quality assurance of Library and Information system should be part of the Quality assurance of university TQM project.
- There is a need to develop standard/ norms for assessing quality of information services with particular reference to college libraries.
- There is need to evolve methodologies and mechanism for improvement of quality information services.
- Training of staff members in providing quality information services.

- The employees must possess the required skill and knowledge about the product and services of the college library.
- The authority and employees must be trustworthy.
- The employee must respond quickly to meet the customers 'request and problem.
- The service or product should be described in such a way so that the user of a library can understand it easily
- The employees should be friendly, respectful, and considerate to its users
- The service and product should be free from danger, risk, and doubt
- The service or product and the library staff should be accessible in convenient location at users 'suitable time
- The Library authority should continuously collect the feedback from the users
- The service and product should be continuously evaluated to meet the changing nee

9.CONCLUSION

Quality is an important tool for application of TQM in libraries which can be measured, managed, and improved by measuring rod of customer satisfaction and culture which depends to a large extent on leader behavior towards staff. The whole process of TQM aims at introducing a new cultural change which is likely to bring about greater participation of the employee to achieve the goals and objects of the college library.

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