

Implementation of TQM in Academic Libraries

J.Siddeswara Shastry

Librarian
Govt First Grade College
Siddapura

1. INTRODUCTION

Libraries and information Centers have become increasingly involved in management practices as pressures from their parental bodies; impel them to justify their services relation to the user needs. Since most libraries spend more than half of their budgets on staff salaries. Their is growing concern to get the most value from this expensive resource, it means giving careful and well informed attention to be given on each stage of staff management.

The total quality is now the fundamental business principals everywhere in the organization anyone who ignores quality today does so the great jeopardy to his or her business. In the 1980 s, many commercial organizations adopted quality processes to improve their competitive users and number of different approaches which are now in use. Thus one of the key developments in the last two and half decades has been the increased interest in quality and quality assurance.

Definition of Quality

The Random House Dictionary defines “Quality” of a person or a thing as a characteristic, innate or acquired, which in particular, determines the nature and behavior of the person or thing. The synonyms of ‘ Quality’ are trait character, feature attribute, property, etc. In general usage, most people have too on arrow a perspective of the meaning of the word ‘Quality’ They either associate poor ‘Quality with defects in products, such as scratches, cracks, missing parts, and so forth or of persons in their general conduct or behavior quality with the opposite of the above attributes with reference to a product of person.

Towards Total Quality Management.

Professor Karou Ishikawa is said to be the pioneer in developing a new system of management. That combines all the beneficial ingredients of both systems, viz, craftsmanship and scientific management but avoiding all their disadvantages.

Taylorism (Scientific management) has never been challenged in the Western World because it has been assumed that Taylorism and Craftsmanship are mutually exclusive and therefore incompatible, Ishikawa; s effort was to introduce a hybrid variety of management, by bringing the craftsmanship element back to groups of people rather than the individuals; yet retaining all the plus points of Taylorism. This is the essence of Total Quality System.

Total Quality is very human concept. It is based on several human feelings and behavior such as the following

- Recognition of achievement is very important to people.
- People like, and feel a need to share their experience;
- Group achievements have the effect of group bonding and creating a sense of belonging ;
- Success breeds success-people are encouraged by achievement and feel a need to equal or surpass their best;
- People want to be listened to and to feel important;
- No one wants to feel like an extension of a machine or a desk;
- Everyone wants to have an opportunity for continuous self-development and self respect;
- If you treat people like responsible human beings they are likely to behave like them.

These principles are absolutely fundamental to achievement of total quality and are almost the opposite of Taylorism and Scientific Management.

2. TOTAL QUALITY MANAGEMENT (TQM)

Total Quality Management is now on influential concepts. It is a Japanese concept of quality and statistical measurement technique which focuses on effort of all employees on a day to day basis towards improving and maintaining the quality of the company's products and services. Its aim is to ensure complete customer satisfaction. Thus matters of quality have been at the forefront of changes in higher education also.

Total Quality Management (TQM) is focused on the requirements of the customer. A library patron or user is customer. He or she is demanding a service and expects that service. Total Quality Management offers an approach for an organization to design processes, policies, and jobs so that they are the best most effective methods for serving users; needs eliminating inefficiencies and assuring quality service, TQM is an important strategic management tool and a systematic approach with strong internal and external customer orientation. "Quality as a management tool especially for non-profit organizations like libraries" The service is defined by library users in the TQM contest. Since user's need

will continue to change, quality service will require a continue improvement process
Libraries will continue to :

- Identify customers; -who matters?
- Identify customer expectations or needs – what do they want?
- Translate customers expectations into operational processes-what do we need to do to meet users' expectations?
- Decide on how to measure services –how will know how we are doing?
- Conduct evaluation of services based on established performance measures- what processes should we continue or change?

3. OBJECTIVES OF TOTAL QUALITY MANAGEMENT (TQM)

An organization which adopts the philosophy of total quality, and its principles, is to be guided by a few general / principal objectives, in addition to its own specific ones. These are :

- Continuous improvement of the organization which must be equal to greater than that of any completion :
- Continuous and relentless cost reduction:
- Total participation i.e. creating an organization whereby everyone is working towards making the organization the best in its area of activity, and to capitalize on the sense of achievement and working in a world-class organization.

4. TOTAL QUALITY MANAGEMENT IN LIBRARIES

In the 1950's 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, model and tools TQM is now practiced in business as well as in government, the military, education and non-profit organizations including libraries (Jurow & Barnard. 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 goals and thinking and recognition that the system, not people produces inefficiencies. Libraries can benefit form 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 (Jurow & Barnard, 1993)

A library should focus on providing the best services possible, and be 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, and then solve the problems.

4.1 Implementing TQM Techniques

Total Quality Management (TQM) as a management tool needs to radically rethink the way in which a library is organized and performs its functions. With its emphasis on meeting users' needs, TQM is seen as a commitment to service with a flexible and future-oriented approach to management. Susan and Barnard present a model for the implementation of TQM in the library setting. It outlines a ten-step process divided into four stages shown as fig 2. The approach is flexible one that can be applied in different ways to a variety of situations depending on the level of support for implementing TQM both within and outside the library.

Phase 1

The activities covered in Phase one are quite useful to arrange a seminar exploring the implications of current technological developments and other societal changes that enhance the growth of the library community.

Phase 2

Phase two emphasis on organizing quality once the commitment to TQM and the decision on the TQM methodology and structure is made. Quality/ Service . Various aspects of library automation training should be given to all employees.

Phase 3

Phase three involves an extensive evaluation of current work processes and the relationship of these processes to customer needs and expectations. Laying heavy emphasis on team activity, team members will need extensive training on the customer service dimension of the quality process including how customers judge services (e.g. reliability responsiveness, assurance).

Phase 4.

In the process of expansion and integration (Phase four), training can be extensive. Some employees even may need training even in new job skills as a result

of changed work processes particularly when a manual library is being converted into an automated library.

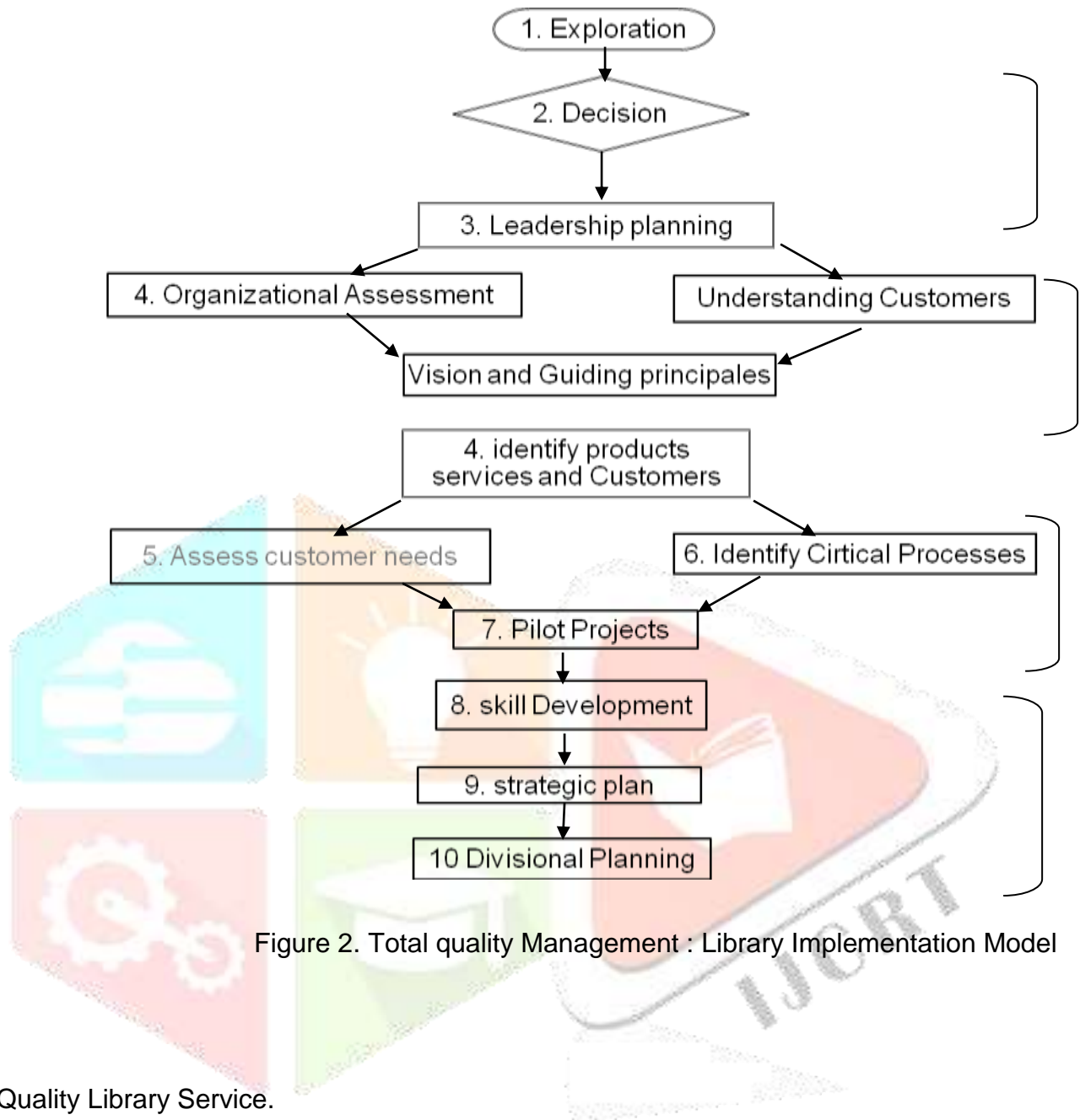


Figure 2. Total quality Management : Library Implementation Model

4.3 Quality Library Service.

Library and information managers are now under considerable pressure to deliver quality services. This arises out of an increased awareness of the cost of services in all sectors and a need to demonstrate value for money. Quality services are not luxury they are essential for our survival. In addition, the quality approach should save money by eliminating mistakes and leading to the adoption of the most efficient and effective processes. It should also provide better clarity about what and is not, expected from the service, helping us to anticipate and avoid problems and giving us better relationships with our customers

As individuals, developing quality processes should give us more control over our work. And therefore. improved time management. It can also provide more job satisfaction and opportunities for personal development. Finally, external validation, e.g. through recognition by

professional or funding bodies or public accreditation through the granting of the Charter Mark or other quality award, can be motivating for staff and demonstrates to your ' public ' that the service you provide is recognized as being excellent.

4.4. Benefits of TQM

With is attempted in the whole process of TQM is to introduce a new cultural change, through changing ; he style of propel management which is likely to being abut greater participation form the employees who would work with the management to achieve the organization goals and objective. Management rewards comes from;

- Work itself becomes more interesting through greater involvement of employees;
- Increase in general productivity;
- Lower absenteeism because of greater job interest and satisfaction to employees;
- Fewer grievance among the employees;
- All round greater team spirit.

Top management must convey to middle management that it believes in TQM approach with the design of deliberate policy. Middle management are expected to conduct their affairs keeping TQM policy in view, conveying the decision to supervisors. Once the entire organization is geared to the change, the new culture would get engrained in the organization leading to success .

4.5 Barriers and Problems

A number of barriers to the implementation of TQM has been encountered in all type of organizations including libraries. Some of them are listed (Miller and Stearns)

1. The view that this is only an other management fad of the day
2. Management's fear of the loss control
3. Employee reluctance to recommend changes because of the management
4. Business and industrial background of TQM might not lend itself to the non-profit Sector, including libraries.
5. TQM requires a long- term investment of time over several years as processes are analyzed and an organization's culture is changed. This can cause resistance and Other difficulties in these days of increasing financial and other pressures.

What are the problems in implementing TQM? Problems can exist in establishing a good relationship between management control and promoting employee Empowerment. Another problem encountered is related to TQM statistical tools. An

Inappropriate emphasis on these tools in complex service organizations such as libraries May Result in TQM and its goals being regarded as unattainable.

6. CONCLUSION

Libraries are the ideal places to implement TQM. They are service organizations dedicated to their customers the patrons. By formulating a strategic plan, and following it with a commitment to continuous quality improvement, library managers can transform and improve their organizations. The success of TQM will vary from library to library as each library is different from the others. The realities of the current library situation indicate that quality improvement is essential not only for survival but for facing major changes and growth required for the libraries of today and tomorrow.

REFERENCES

1. Berry, Thomas. 1991 Managing the Total Quality Transformation. New York : Mc Graw Hill.
2. Bacal, Robert TQM in The public Eye htm
3. Katiyar, Arun and Rekki. Shef Ali 1994 Management Guiding Principles. India Today July 15
4. Lynch B. 1972 Partcipative Management college and Research Libraries 33, 382, - 390
5. Riggs. D.E. 1992 TQM: Quality improvement in new clothes, " College & Research Libraries" 53(6) P 481-483
6. Riggs D.E. 1993 Managing Quality: TQM in Libraries. : Library Administration & Management " 7(2) p.73-78.