



Implementation of Total Quality Management (TQM) in Academic Libraries: An Overview

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ABSTRACT:

University libraries play a crucial role in encouraging the academic mission of educational institutions by providing access to information resources, services, and spaces that pave the way for teaching, learning, and research. In today's robust and competitive higher education panorama, the potent management of university libraries is necessary for assuring the delivery of high-quality services that meet the unfolding needs of users. Total Quality Management (TQM) puts forward a strategic framework for strengthening the quality and productiveness of library operations through constant improvement, consumer focus, and employee empowerment. This paper analyses the significance of Total Quality Management in university libraries. It underscores the distinctive challenges confronted by academic libraries, including rapid technological advancements, changing user expectations, and budget constraints, and testifies how TQM principles can help address these issues. By accepting TQM principles such as customer focus, employee involvement, process improvement, and leadership dedication, university libraries can enhance their operations, boost user satisfaction, and expand the value they provide to the academic community. Through an inspection of TQM principles and their application in university library settings, this paper designs to provide intuitions into the benefits of implementing TQM practices. Case studies, examples, and theoretical insights will be used to demonstrate how TQM can authorise university libraries to acclimatize to changing atmosphere, enhance service quality, and nurture a culture of incessant improvement. Eventually, this paper stresses the consequence of Total Quality Management as a strategic approach for ensuring the everlasting success and sustainability of university libraries in a developing academic landscape.

Keywords: University library, TQM strategies and applications, Efficient library services, TQM approach, User satisfaction, New library culture.

1. INTRODUCTION :

University libraries act as the intellectual heart of academic institutions, delivering essential resources, services, and support to pupils, faculty, researchers, and the extensive academic community. In today's swiftly evolving educational topography, the purpose of university libraries stretches beyond the mere provision of books and journals; they are progressive centres for learning, collaboration, and novelty. To come across the varied and evolving needs of their users adequately, university libraries must strive for

excellence in every sphere of their operations. This is where Total Quality Management (TQM) comes up as a pivotal framework for navigating continuous improvement and certifying the delivery of high-quality services. Total Quality Management, often cited as TQM, is an inclusive management philosophy that asserts a customer-oriented approach, continuous improvement, employee empowerment, and the systematic management of processes to accomplish organizational excellence. Initially developed in the manufacturing sector, TQM has since been accessed across various industries; including education, healthcare, and service sectors, where quality and customer satisfaction are supreme. In the milieu of university libraries, the execution of TQM principles is specifically relevant due to the intricate and composite nature of their operations. University libraries must steer the countless challenges, inclusive of rapidly changing information technologies, switching user expectations, budget constraints, and the need to manifest their value within the broader academic environment. By taking up the TQM principles, university libraries can address these adversities foresightedly, uplift their services, and secure the optimal application of resources to aid teaching, learning, and research endeavours. This paper focuses to probe the usefulness of Total Quality Management in university libraries. It will dig into the certain ways in which TQM principles can be exercised to enhance library operations, improve user satisfaction, and cultivate a culture of continuous improvement. Through case studies, instances, and theoretical insights, we will look into how TQM can entitle university libraries to adapt to adjusting environments, meet the evolving needs of their users, and advocate their indispensable role as stimulants for academic success and knowledge circulation.

2. Literature Review:

Jain and Gupta (1996) made a study under the title "The article "TQM in library and information services" talks about TQM are a cutting-edge management strategy where quality drives each phase of the activity cycle. It also addresses some TQM subjects, with a focus on how they apply to library and information services.

Moghaddam and Moballeghi (2008) presented a summary of TQM in the information and library industries. They examined methods derived from library experiences and examined the application of TQM in the information and library sectors. Although TQM was initially presented as a manufacturing management idea, service sectors like libraries also embraced it as a result of its success.

Malik, MohdZaid, Banerjee, Rajiv and Ahmad, Syed Aqeel (2018) in the article, "A review paper of implementation of total quality management (TQM) in construction industry" said that TQM, which is typically connected with manufacturing businesses, strives to provide clients with improved goods and services. Nonetheless, because of increased rivalry, businesses in the service sector are thinking about implementing TQM and customer-centric strategies. A review study looks at several studies on TQM implementation in the building sector. It concludes that there are many obstacles to TQM implementation in this industry.

Dixit, Pradip (2010) in the article, "Total Quality Management in Libraries: An overview" said In order to satisfy their clients, a lot of contemporary businesses provide excellent services. Total Quality Management (TQM) has been adopted as a means of improving service quality as a result of this customer-centric strategy. Libraries have long employed the idea of quality management, albeit under different names like

performance indicators and evaluation. The advantages of TQM are demonstrated by case studies of the libraries at Oregon State University and Harvard College, which emphasize the value of TQM for both survival and expansion in the face of adversity..

Dairen, Petra (2012) in the article, “Total quality management in academic libraries – best practice” said that Being one step ahead of competitors is essential in today's competitive environment. Academic libraries and service providers might be distinguished by the calibre of their offerings. Two university libraries' first quality management initiatives are described in a research that looks at quality management initiatives in Germany. The conclusion is that operating a library effectively requires thorough quality control.

Vipin Panday (2014) conducted a study entitled “Total Quality Management (TQM): A Special Reference to Library”. The concept, genesis, historical background, and fundamental ideas of Total Quality Management (TQM) are covered in this research study. It also explores the difficulties encountered while implementing TQM in libraries, including as communication difficulties, problems with commitment, and difficulties in the workplace. The study also looks at the relationship between TQM and ISO 9001, emphasizing ISO 9001 as a quality management standard and TQM as a continuous improvement mindset. TQM implementation in libraries is based on ISO implementation..

Rafiei & Davari (2015). In their study titled “The Role of Human Resources Management on Enhancing the Teaching Skills of Faculty Members” implies that Experts suggest launching a nationwide classroom project with an emphasis on infrastructure improvement in order to improve the quality of higher education. This initiative seeks to improve educational standards, which will increase the effectiveness of human resources.

Mange Ram (2018) in his study “Application of Total Quality Management (TQM) in University libraries” Examine Upon closely inspecting university libraries, it was discovered that while some of them have achieved ISO accreditation, their Total Quality Management (TQM) is not up to par. Suggestion boxes for users and the library to share feedback, regular customer surveys, and increasing staff involvement for improved service delivery are among the recommendations.

3. Objective of this study:

- a. To Scrutinize the present issues faced by academic libraries in adopting Total Quality Management (TQM) strategies.
- b. To Classify the key TQM principals applicable to academic library settings in the digital age.
- c. To examine successful case studies of TQM implementation in academic libraries worldwide.
- d. Assay the impact of digital technology on traditional library services and in TQM adaptation.
- e. Evaluate the readiness of academic libraries in embracing TQM principles and digital transformation.

- f. Suggest a framework for unifying TQM strategies in academic library management practices.
- g. Ascertain the efficacy of TQM implementation in providing services in the libraries.
- h. Comes up with the suggestions for academic library executives and delegates to productively drive the technological era via TQM integration.

4. The need of Total Quality Management (TQM) in academic library:

a. Ensuring Service Excellence:

In today's academic Landscape, academic Libraries must attempt for excellence in Service delivery to nurture their relevance and value. TQM provides systematic framework for enhancing. Library quality, expertise and efficiency, progressively.

b. Adapting Technology advancement:

The way information is accessed, disseminated, and utilized, has been transformed by rapid Technology advancement. For improving access to resources, streamline workflow, and enhancing user experience, TQM principles encourage libraries to embrace innovation and leverage technology.

c. Optimizing Resource Allocation:

An academic library often operates within constrained budgets and resource limitations. What TQM emphasizes is utilization of efficient resource and reduction of waste, that enable libraries to allocate resource effectively while maximizing the value they provide to users.

d. Fostering a culture of collaboration and Empowerment:

TQM promotes employee involvement, empowerment and collaboration at all levels of the organization. By engaging staff in decision-making processes and promoting teamwork and accountability, academic Library can utilize the collective expertise and creativity of their workforce to accelerate positive change and innovation.

e. Demonstrating Accountability and impact:

Accountability and evaluation are essential for demonstrating the value and impact of academic libraries on student success, scholarly research, and institutional goals. TQM provides tools and methods to measure performance, gather user feedback, assess outcomes that enable libraries to demonstrate their contribution to the academic mission effectively.

f. Enhancing User satisfaction and Loyalty:

Prioritizing customer attention and satisfaction TQM helps academic libraries to build strong relationship with users, fostering loyalty and advocacy. Satisfied users probably like to utilize library services, recommend them to others, and contribute positively to the library's reputation and success.

5. PROCEDURES FOR IMPLEMENTATION OF TQM IN ACADEMIC LIBRARY:

Implementing Total Quality Management (TQM) mainly focused on a university library involves a structural approach to ensuring the reflective consequence adoption and integration of the library at a glance. Considering the steps below –

- a. **Clarity of Vision and Leadership Dedication:** These are TQM initiatives to manage various dimensions like- library leadership, including directors, managers with department heads etc. With time, implementing TQM required a strong vision and strategy to sustain the institution's mission as well as goals.
- b. **Employee Education and Awareness:** organizational staff to arrange the training and orientation programme for synthesising TQM principles, methodologies, and tools. Effectively, students' awareness indicates that the TQM enhances the quality of service, improves user cognitive satisfaction, and achieves organizational performance.

- c. **Establish a TQM Steering Committee:** cross-sectional with a multi-designed committee to the uprising of a top-down approach from different library departments and levels. The committee take on new ways of initiatives to implement of intra-inter library process.
- d. **Assessment of Current Processes and Practices:** Regarding scaling up the present process and practice to recognize the areas of strength, weakness, and opportunities for database management has stigmatized the library standards (against industry) through mechanisms of feedback.
- e. **Set Quality Objectives and Performance Measures:** Measure the quality of the library based on the indicators that have been prefixed of objectives and strategies. Indicators aligned sustain the TQM principle to identify the benchmark of resource utilization with a target of efficiency, and effectiveness for the perspectives of quality of user.
- f. **Engage Library Staff in Quality Improvement Initiatives:** A working group of people (staff) in the library should maintain the new TQM initiatives in the globalization time. To analyse and address the issues to improve the service quality, quantity and process of infrastructural built-up.
- g. **Implement Continuous Improvement Processes:** formal – an informal system of mechanisms to demarked the structural improvement by inclusive or exclusively such as regular reviews, audits, and feedback loops. But play a crucial role in engaging people (staff) to transform the enhancement of the quality of library service and operational opportunities.
- h. **User Focus and User Engagement:** To assimilate the unfilled space or needs of the library substance then correlate the inter-communication of library users by the questionnaire survey, focused group, pilot survey and feedback mechanism as well. For development and to ensure the users' expectations (decision-making processes).
- i. **Monitor and Evaluate Progress:** feedback mechanism with the help of regular data collection, analysis, and reporting to define performance and achievement. Changing the target to conduct periodic reviews and assessments of TQM implementation to scrutinize for successes, challenges, and areas for adjustment.
- j. **Acknowledge Achievement and Make TQM Practices:** TQM practice has synthesised and taken new thought processes being celebrate achievements, milestones, and successes (spatial reflection). Systematically maintain the library's culture, policies and governance to ensure the quality of the library and improve resource sustainability over the post-modern period.

By following these steps, a university library can effectively implement Total Quality Management principles, improve service quality, enhance user satisfaction, and contribute to the overall success and efficiency- effectiveness of the library within the academic community benefits.

6. Impediments for Implementation of TQM in Academic Library:

Implementing Total Quality Management (TQM) in university libraries throughout the world can face several problems as well as barriers, which may vary depending on the institution's culture, activities, resources, and leadership. Some common problems or barriers to implementing TQM in university libraries-

- a. **Resistance to Change:** The emergence of new ways to encourage Staff members to circulate the prominent strength for changes to existing working ability, institutional activities, principle - procedures, and organizational culture assimilation associated with shaping TQM. Resistance to being acknowledged the fear of the unknown, concerns about job security, or a lack of understanding of the benefits of TQM for academic resolution.
- b. **Lack of Leadership Support:** The system of threshold depends on our leading front. But sluggish leadership struggles for support and development through TQM initiatives. Leadership that has been conquered to perceived organizational goals. In this situation lack of leadership commitment facing the importance of TQM in quality of benefits.
- c. **Resource Constraints:** A top-down approach requires the resources to uplift the library service of student hands. System hegemony leads to insufficient financial resources, staffing shortages, and competing priorities which are underneath the TQM implementation efforts.

Libraries face infrastructural and internal problems due to funding with institutional time-space faulty efforts.

- d. **Organizational Culture:** Evolving the Institutional complex culture to saturate the inter-communication level to change the socio-cultural barriers to TQM implementation and shape the growth. Socio-economic hierarchy, bureaucratic processes, and introverted attitudes dilute a culture of cooperation, innovation, ideas, thought and cyclic betterment.
- e. **Lack of Staff Training and Buy-In:** Lack of initial stage of the training process and communication about TQM principles and practices to confine the implementation consequence of up-gradation. Staff members who don't know the positive impact of TQM System in university circumstances due to a lack of skills, knowledge, thoughts, and ideas about TQM.
- f. **Ineffective Communication:** Communication is a social trait, effective communication leads to the proper way of exchanging thoughts in the library system. However poor communication or miscommunication within the staff, leadership, and institutional authority negatively affects clarity about TQM goals, objectives, and expectations. This phenomenon precede the library service confusion, resistance, or suppression.
- g. **Overemphasis on Metrics and Quantitative Measures:** Qualitative and quantitative data to calculate the decision-making process is an important aspect of TQM. Quantitative metrics emphasise materialistic thoughts and qualitative may overlook the library services and user experiences have cognitive psychology. Libraries scenarios have struggled to sprawl the full frame of user needs-benefits, preferences, and aftermaths through specified formal individual matrices.
- h. **Cultural and Institutional Barriers:** social components like - Cultural differences, ethnicity institutional criteria, and historical footprint can create barriers to TQM implementation. Libraries may encounter resistance from academic departments, administrative units, or external-internal stakeholders who are not aligned with TQM principles or existing systematic practices.
- i. **Complexity of Implementation:** The multi-spatial face of TQM is to be subjugated by coordination, collaboration, and accommodation across the multiple departments and levels of the organization hierarchy at the university through the global level. Libraries space may struggle to navigate the intricacies of TQM processes, methods, methodologies, tools and techniques without insufficient support and esteemed guidance.
- j. **External Pressures and Priorities:** Our university academic structure is made up of internal and external components, external base-level pressures like accreditation requirements, funding constraints, or regulatory mandates despite diverting attention and resource management away from TQM quality implementation on time.

Addressing these above barriers requires a multi-dimensional approach that involves strong leadership support, effective communication, staff training and empowerment, resource allocation, and a commitment to fostering a culture of continuous improvement and collaboration within the library organization.

7. Suggestion for Implementing TQM in Academic Library:

a. **Establish a TQM steering committee:**

Comprising representatives from different library departments, staff, levels and user groups form a dedicated TQM steering committee- Give the task of overseeing the implementation of TQM Initiatives, coordinating activities, and monitoring progress to the committee.

b. **Conduct a comprehensive assessment:**

To Identify areas of Improvement, conduct a through assessment of current library operations, processes, and service delivery mechanism. Gather feedback from Library staff, library users and Stakeholders through surveys, interviews and focus groups for better understanding of their needs and expectations.

c. **Set clear objectives and goals:**

Define clear and measurable objectives and goals for TQM implementation, aligned with the library's mission, vision and be defined strategies priorities. Establish key performance indicators and targets for assessing progress and measuring the impact of TQM initiatives.

d. **Provide Training and Capacity Building:**

Provide library employees with chances for professional growth and thorough instruction on TQM tools, techniques, and principles. To support TQM implementation efforts, increase staff competency in areas including process improvement, customer service, data analysis, and problem-solving.

e. **Improve Customer Attention and Feedback Systems:**

Make it a priority to comprehend and satisfy the requirements of library patrons via consistent correspondence, questionnaires, and channels for providing feedback. Use avenues for user input, like focus groups, online forums, and suggestion boxes, to get ideas and suggestions for enhancements.

f. **Put Continuous Improvement Procedures Into Practice:**

Provide systems for ongoing improvement, including as audits, performance evaluations, and reviews on a regular basis. Encourage employees to proactively find areas for development, make adjustments, and assess the results of actions.

8. Conclusion :

In this context, implementation of Total Quality Management (TQM) in the university libraries require a holistic and network approach, involving library leadership, staff involvement, users participations, and involvement of all stakeholders. By embracing TQM principles and practices as well as adopting integrated library management techniques the university libraries can elevate their role as dynamic and responsive hubs of knowledge, innovation, and service excellence within the academic environment of the university system. Through a relentless focusing based on the total quality development programmes, continuous assessment and improvement of library facilities and services, and above all assurance of user satisfaction, the university libraries can only be able to fulfil their mission oriented services both for teaching, learning, and research endeavours and that will contribute to the national development, and enhancement towards national competency. These better knowledge dissemination programmes will equally support further advancement in the total knowledge development activities and the university libraries can present their effective role and responsibility to keep space with the needs of present knowledge society.

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