

# MOMENTOUS OF TQM PRINCIPLES IN LIBRARIES: AN OVERVIEW

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**Abstract**— In today's dynamic environment, libraries are designed to fulfill the needs of the users, which are ever growing at very fast rate. Factors of growing user's expectation, continuous advancement in information technology and competition force the librarians to take up nonstop improvement planning as a standard way of managing the libraries. Quality Management (QM) is a move towards in integrating the existing resources into a solitary unit to get the needed target. Total Quality Management (TQM) key centre of attention is to keep quality values as per need of the consumers. TQM application in library services is a framework of various TQM elements which influence the library services. In this paper, author presents a humble effort to show various facets of TQM principles in the context of library services to run the libraries in a healthy environment.

**Index Terms**— Quality Services, Quality Management, Total Quality Management, TQM Principles

## I. INTRODUCTION

Traditionally management always ignores the employee's involvement in the management activities. TQM always shows the way to motivate the employees to make their contribution in making decision for providing quality services (Sharma & Kadyan, 2016a). TQM in the library system means the overall integration of quality of work, quality of system, quality of services, quality of man power, quality of available resources, quality of collection, quality of assets within the library. TQM approach directed to "Do the work right in the first instant" rather than to reply after the difficulty occur. To reach the expected benchmark of services and to achieve the goal of fulfilling the educational requirements of its users has motivated libraries to introduce the principles of Total Quality Management (TQM) into library services (Sharma & Kadyan, 2016b). This move towards Quality Management in the libraries can help them fully satisfy the users as well as increase the efficiency and work pleasure for the library staff (Sharma & Kadyan, 2015a).

## II. EVOLUTION OF QUALITY MANAGEMENT INITIATIVES

Insight of QM was developed in Japan start in the late 1940's and 1950's, initiate there by Americans Feigenbum, Juran and Deming thereby lay down the ground works of TQM in manufacturing sector (Harvey & Green, 1993). QM is a move towards in integrating the existing resources into a solitary unit to get the needed target (Sharma & Kadyan, 2015b). TQM key centre of attention is to keep quality values as per need of the consumers (Ashcroft & Foreman, 1996). The growth of TQM take placed in stages recognized as shown in Table 1(Choppin, 1995).

**Table 1 - Evolution of Quality Management Initiatives**

Phases	Year	Characteristics
Inspection	1910	Sorting, Remedial Actions, Identifying cause of defects
Quality Control	1924	Recoding data, Rework, Manuals, Planning, Introduction to statistics tools
Quality Assurance	1950	Quality process planning, Making quality manuals, Quality audits, Cost control.
TQM	1980	Customer focus, Continues improvement, Leadership, Overall Integration, Management concept, Flexibility, Optimum utilization of available resources.

### Inspection

Inspection can be called as the first step move towards quality management (Cronin & Taylor, 1992). In the early 1900s Fredrick W. presents this idea to operate their work in an effective manner (Hauser & Clausing, 1988). The inspection process is a going over process used to check nonconforming in final products being and sent back to be modify or answer in inferior rated products that are produced in an evaluation structure (Tague, 2005). It is the act of looking at somewhat carefully or a visit to an organization to check that everything is correct and legal in relation with the user requirement (Brown, 2000). Inspection is the most common method to control quality and check whether standards values are being followed or not (Logothetis, 1992). The role of inspection is to confirm and certified the variance data (Richardson, 1998). This method was capable to make sure a definite level of quality for a product or service. In product industries, producing finished goods, inspected to ensure whether the product met the specified tolerance limits or not where as services inspected by checking the delivery time (Hill, 1995).

### Quality Control

Quality control actions guide to superior method control and less frequency of non-conformances (Crosby, 1979). Before the 1940s, Japanese limited to inspection only and after that the concept of quality control comes into picture. J.M Juran first book on quality control

(Quality Control Handbook) published in 1951 (Evans & Lindsay, 2001). Quality control aim to detect faults and reworked on them to optimize the method. Quality control is the aged quality idea. It refers to the detection of defects in produced parts. As a method to control quality, it may involve a considerable amount of misuse, fragment and change (Khanna, 2001). In the age to start quality control, the system to use paperwork just starts for maintaining the procedures, data records, testing reports and feedback collection. In services, to control the quality standard, it is important to make data collection related with time to deliver, voice of customer, requirement of users and facilities to in-house persons (Harvey & Green, 1993).

### **Quality Assurance**

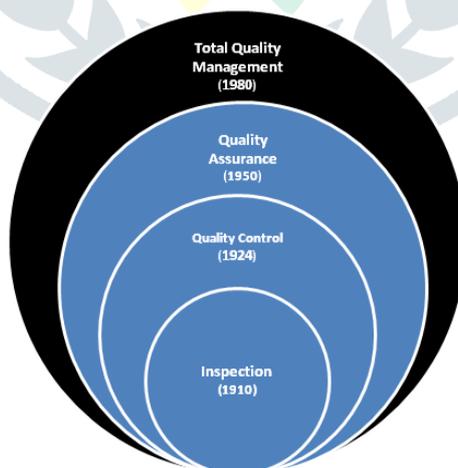
It is the third stage of quality management development starts nearly in 1950s which lead to attain excellence by integrated the system hard work. Quality assurance is different from quality control as it involved into the process to make sure that the product is produced to a predetermined requirement (Benson, Saraph, & Schroeder, 1989). It is about to ensure to produce zero defect products and to get right things every time (Gryna, Chua, & DeFeo, 2014). Quality assurance is the type of system developed to make a sense that how the production process will take place to maintain the standards (Sharma, 2013b). It can also be called as a workforce or a team working in a closed loop system to overcome goals.

### **TQM**

TQM is the fourth and the last step of quality initiative till date as shown in figure 1.1 (a) and 1.1 (b). The term of TQM was firstly used by the defence authorities in the United States (Evans & Lindsay, 2001). At that time TQM considered as the new term given to Total Quality Control (TQC) and it is considered that quality is not to control but it is to manage (Kanji & Barker, 1990). Firstly Japanese started their special work towards quality in 1962 and invented a concept of quality circle. USA also makes progress towards quality management but with less force than the Japanese. In the early 1980s American realized that they are lagging behind as compare to the Japanese in producing the quality products. At that time American take this as a crucial factor for their organizations accomplishment and take it as a management strategic in product as well as in service sector to satisfy the needs of the customers. Today, it is well known structured approach used by most leading organizations to develop their quality improvement programmes.



**Figure 1.1 (a) - Evolution of TQM**



**Figure 1.1 (b) - Evolution of TQM**

### **III. TQM PRINCIPLES IN LIBRARY SERVICES**

With the success rate of TQM implementation as an executive attitude in product and process segment; this approach is also ever more adopted by service sector including libraries (Düren, 2012). There are many approaches that can be used in libraries to achieve quality service but all these approached lie down under the roof of TQM principles. TQM application in library services is a framework of various TQM elements which influence the library services (Sharma, 2013a). From these TQM elements, the management's scientists have derived various principles of TQM in library services as follows:

#### **Principle of Quality Integration**

TQM approach is not only to fulfil the requirements of customers but it is the assimilation of the entire interdependent services to complete the target of the library system (Begum & Nisha, 2003). TQM in the library system means the overall integration of quality of

work, quality of system, quality of services, quality of man power, quality of available resources, quality of collection, quality of assets within the library (Butterwick, 1993).

### ***Principle of Continuous Improvement***

In today's dynamic environment, libraries are designed to fulfil the needs of the users, which are ever growing at very fast rate (Sharma, 2012). Factors of growing user's expectation, continuous advancement in information technology and competition force the librarians to take up nonstop improvement planning as a standard way of managing the libraries (Chao, 2002). Continuous improvement in library service is to find out the link between the service quality and users satisfaction (Chen & Chou, 2011).

### ***Principle of Performance Measurement***

Library as a system, require measuring the performance at management level, financial level, infrastructure level, collection level and service level (Sahu, 2007). Performance evaluation of libraries is necessary as it will help the library managers to identify key areas within library which need urgent attention (Anderson & Zwelling, 1996). So, it is always required to measure the performance of the system timely with advanced quality feedback information system on performance.

### ***Principle of Customer Satisfaction***

For success in this competitive era, customer's satisfaction considers as the first top most priority for every organization providing the services. In every quality management activity, customer is the only basic value that guides the business actions. For making a design in providing quality services and also in decision making processes in a library system, user's voice and needs considers as the input resource (Coleman, Xiao, Bair, & Chollett, 1997). Libraries in providing the service to society have the outside users, clientele as well as the library staff considers as the inside users (Johnson, 1999). With in this environment, it is strongly required to satisfying the outside and inside customers within an organization.

### ***Principle of Overall Integration***

TQM principle of overall integration within the library means integration of service centre available physical resources and facilities in a unit with full mutual cooperation to get optimum results in providing quality services (Mahawar & Shilpa, 2007). The available resources include every item including in providing the services like management, professional and supporting staff, supporting activities, customers, infrastructure etc.

### ***Principle of Cubic Space Utilization***

TQM in library direct towards the optimum utilization of available space in all the possible directions – vertically, horizontally as well as floor area. Library layout should be such that the total space available should be used properly. Library layout includes the position of racks, sitting arrangements, storage arrangements, staff and user's movement areas etc (Khurshid, 1997).

### ***Principle of Safety***

Realization of safety to user's and staff is one the major factor in providing the quality services in a service organization. A service organization cannot provide good service if it subjects staff and users to hazards, pollution and accidents (Martensen & Grønholdt, 2003).

### ***Principle of Flexibility***

TQM principle of flexibility directs the library to adjust and rearranged the library system at minimum cost and inconvenience (Viljoen & Underwood, 1997). This objective become more important day by day because of the increase rate of scientific research areas, information system, communications and awareness among the user's & it calls upon library service to keep pace. This means frequently changes in every aspects of library system as per requirement and needs of the customers.

### ***Principle of Minimum and Smooth Movement***

Objective of this principle is to provide the smooth and minimum movement of user's and staff within the library. The arrangement of library should be such that the space for movement should not of zig-zag type. Zig-Zag type of movement within the library provides inconvenience and unsafe for both inside as well as outside customers.

### ***Principle of Top Management Commitment and Dedication***

Effective management dedication and leadership is the base for TQM application. Every attempt to apply TQM will fail if top management is not committed and delegated. Management personal involvement and leadership is the basic requirement in defining, measuring, analysing as well as achieving the targeted goals. Top management involvement establishes a vision and purpose in generating the quality services in the library (Patil & Pradhan, 2014).

### ***Principle of Culture Change***

TQM implementation provides an atmosphere of culture change. Culture change at service station insists the employees and supporting staff to become responsible for customer satisfaction (Quinn, 1997). TQM provides the way of cooperation among attitude of user's and staff to improve the quality standard of service.

### ***Principle of Ongoing Education and Training of Employees***

The knowledge and communication skills of the library staff participates a significant and important role in the effectively running of TQM in the library services. In-service training and improvement programs of the library staff are very essential for the continuous improvement in the library services (Singh, 2013). Effective training always equips and motivates a person to develop his/her needed skills. By providing proper education and training, quality services set in motion and customer delight and happiness is constantly achieved.

### **Principle of Prevention Rather than Inspection**

Inspection at the end of the ongoing process is the traditional way of an organization. But it seems to be costly, ineffective. TQM approach directed to “Do the work right in the first instant” rather than to reply after the difficulty occur (Starr, 2003). Problem prevention can be done by monitoring all the processes, define the voice of the customer, identify the causes of the problem, improving the services and controlling the process so that the problem do not reoccurs.

### **Principle of Statistical Way of Thinking**

TQM directed to solve the problem by statically way of thinking (Wrigley, 1994). Solving the problem statically is a structured and discipline approach. Now a day’s various software’s are available for analysing the problems statically and timely shows the result & also easy to operate.

### **Principle of Total Employee Involvement**

Traditionally management always ignores the employee’s involvement in the management activities. TQM always shows the way to motivate the employees to make their contribution in making decision for providing quality services (Sivankalai, 2012).

## **IV. CONCLUSIONS**

TQM move towards Quality Management in the libraries can help them fully satisfy the users as well as increase the efficiency and work pleasure for the library staff. It can open such doors of possibilities, in the field of library services that were never believed to exist. TQM is determined by two lane proposals about how to sprint libraries efficiently – Most important is client fulfilment and second is helpfulness in providing facility. If the libraries comes across the user’s requirements and likes, it turn out to be easier in accomplishing the services precisely, well-timed and getting success. Libraries can benefit by commencing the idea of TQM in subsequent manners-

- Creating well-built family relation between internal (staff) and external consumers (users)
- Aspiration towards permanent perfection

Exploiting work in effectual, professionally, inexpensively and carefully

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