

IMPACT OF TOTAL QUALITY MANAGEMENT IN ACADEMIC LIBRARIES

M. Santhoshkumar¹ and N. Murugesapandiyan²

¹Librarian, Jansons Institute of Technology, Coimbatore, Tamil Nadu

²Former HOD, Library Department, Gansesar College of Arts & Science, Melasivapuri, Tamil Nadu

Abstract

This paper discusses about the impact of Total Quality Management in academic Libraries. The Total Quality Management is management approach on quality, based on the participation of an organisation and aiming at long term success. This is achieved through customer satisfaction and benefits of all members of the organisation. TQM is accepted worldwide as an integral part of the management philosophy.

Keywords: Total Quality Management, Customer Satisfaction, Leadership, Continuous Improvement, Organisation.

Introduction

Nowadays academic libraries need to be ahead of other information service providers to ensure their existence. They need to know their user's needs and their wishes, have to work effectively and efficiently, and especially should be able to anticipate the future of information services and management. For all this quality should be one of their strategic goals. But it is not always necessary to introduce a Quality Management System completely and to get certified. A first step might be the implementation of a complaint management system or to analyse and improve separate operational key processes.

Total Quality Management (TQM)

Total Quality Management (TQM) describes an organisational approach to implementing quality improvement, particularly products and services.

Cantoni defined TQM as

'A non-hierarchical and non-bureaucratic culture, based on an operating philosophy of employee involvement, committed to meet customer requirements through the continuous improvement of key business processes, as measured by a variety of analytical tools'.

According to O'Neil

'Total Quality Management (TQM) brings together the best aspects of organisational excellence by driving out fear, offering customer-driven products and services, doing it right the first time by eliminating error, maintaining inventory control without waste, focussing on employee development, empowerment, and more, and completes it with strategic direction and a customer-driven culture'.

What is Quality?

The word 'quality' has several definitions. The conventional definition is "One that wears well, is well constructed will last for long time" and the strategic definition is "meeting customer's requirements."

*According to Juuran 'The quality is fitness for purpose'

*According to Robinson, "Quality is meeting the requirements of customer- now and in the future."

*According to Sarkar "Quality of a product or service is the ability of the product or service to meet the customers' requirements.

Why TQM

Another reason why libraries should adopt TQM is that it (TQM) embodies certain values and approaches, which are common and already established concepts in libraries. These include the elements of participative management, staff training and development and responsive service to customers. However, several of the defining and extraordinary elements of TQM such as continuous improvement, quality tools and measurement and customer-focused planning are not commonly applied in libraries. It is for these reasons that libraries are in a position to expand and improve upon principles they already value and employ, while introducing new approaches to planning, problem solving and envisioning future customer services and needs.

- Strong focus on the client
- Thorough commitment to quality and continuous improvement
- Reliable system of information supply for decision making
- Proper training system for staff
- Direct involvement of staff and empowerment throughout the process.

Impact of TQM

Resource Management: Resources include people, money, equipments, power and information. Evaluation of resources comprises qualification, quantity, suitability, time-frame, validity, accuracy, safety, were employed to measure effective resource management.

Team Building: In quality management principles, employees involving in all operation aspects are required. The Librarians should build effective team to give quality service to their users.

Staff Recognition: When employees appreciated, it will increase their inspiration and seriousness in work.

Top Management Leadership: Leaders are the main players in the way to culture organisation development. Leadership evaluation is measured through their order and supporting towards organisation mission, vision, strategic planning and organisational structure.

Internal Communication: Main factor in organisation development is communication.

Effective Training: Effective Training of staff considered important resource towards organisation achievement to measure employees training effectiveness.

Job Satisfaction: Job Satisfaction of employees is very important to get best results in their work. Timely promotion and increment should be given.

Future Elements of TQM are

1. Adoption of a very systematic approach to operations
2. Long-term thinking
3. Linking productivity with quality
4. Knowledge about user needs and their expectations
5. Leadership
6. Quality service to users

Conclusion

TQM has been provided very significant impact on library management as a whole. Library management should play an appropriate action to ensure enhance of their users satisfaction and their needs. It is well known that TQM is a management method, which libraries can benefit from it in several ways. The main purpose of libraries activities is the continual focusing on users servicing, and the satisfaction of their demand. As an Academic Library, it serves the teaching staff, the students and others. Libraries are the suitable to implement TQM. Libraries are the service oriented centres dedicated to their users. By formulating a strategic plan, and following it with a commitment to continuous quality improvement. Library managers can transform and improve their organisations.

References

1. Dale H Besterfieldetal, TQM 3rd ed., Pearson Education in south Asia, 2003 ISBN 81-7758-412-X
2. Jacob, K. E. dan J. D. Jenis (2000). "A causal model for employee satisfaction." Total Quality management 11(8): 1081-1094.
3. Juran, J. M. (1988). Juran on planning for Quality. New York, The Free Press.
4. Lynch danVerdin (1987). "Job satisfaction in libraries: A replication." Library Quarterly, .3(4): 190-202.
5. Larson, M. (1999) Long-term improvement of fad? Where do we go from here?, *Quality*, January.
6. Ramasamy Subburaj, Total Quality Management, 2008 ISBN 0070223971
7. Raina, Roshan (1995). TQM in Library and Information Services. University News, 33(24), 4-6

8. Senthilvelan, M. Total Quality Management in Libraries,
<http://www.articlesbase.com/education-articles/total-qualitymanagement-in-libraries-811749.html>.
9. Stuart, C. and Drake, M.A. TQM in Research Libraries, *Special Libraries*, 1993, Vol.84.
10. Wang, H. (2006), “From 'user' to 'customer': TQM in academic libraries?”, *Library Management*, Vol. 27 No. 9, p. 606.