

Application of Total Quality Management in University Libraries

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ABSTRACT

The present paper explores the TQM application in universities libraries. For the purposes, researcher has taken seven university libraries and for the purpose two questionnaires prepared. First questionnaire circulated to librarian of each university and 100% returned back. Second questionnaire circulated to users 560 user of the concerned libraries and returned back 510 (91.07%). After analysis the data of concerned libraries, it is revealed that TQM application is not up to the mark and none of the library is ISO certified. At the end of the study some suggestions for application of TQM are also provided by the researcher on the basis of data analysis.

Keywords: TQM (Total Quality Management), CUL (Central University Libraries, IT, Leadership, Policy & Strategies

INTRODUCTION

The concept of TQM is not only for industries and companies not it has entered in all fields especially in service provider organization like hospital, railway and education etc. Higher education is applying TQM in their all operation including supporting center like libraries. Total quality means quality in total as total quality charts should be developed for each process, and any error identified within a process should be disclosed to those involved in the next process in order to raise quality. Information technologies have influenced the University Library system i.e. their ways of furnishing services. Now, if libraries have to survive in the electronic environment, they will have to change, and include quality culture in their services to make them user oriented. The quality factor has become important because the right information has to be given to the right person at the right time in the right form also.

Total quality is a search for better ways to make better products. Adopting the total quality philosophy commits the company/organization to the behalf that there is always a better way of doing things, a way to make better use of the organization's resources, and a way to be more productive (Mange Ram 2015).

Total Quality Management is an extensive and structured organization management approach that focuses on continuous quality improvement of products and services by using continuous feedback (Van Vliet, V. 2009).

PUBLISHED LITERATURE

Review of the literature was also done through many Journals of Library Science, proceedings of conferences/seminars, books etc. Some of the search engines (Alta Vista, Rediff, Google, and Yahoo etc.) were used to find the relevant matter on net. Some details of review of related literature as follows: -

Gapen, D. Kaye et al. explores the value of Total Quality Management (TQM) for libraries as a management methodology to complement the changing needs of research libraries in light of changing information technology. The planning process for a new academic library which used many TQM elements is described.

- Roshan Raina and Kavita Dayal told that with TQM approach effective and well thought out instruments in the form of "Acquisition Policy" and "Budget Allocation Policy" can lead to development of an active collection instead of a passive one. To support the statement, the collection development

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practices, in place, at the Library System of IIML have been adequately illustrated.

- Khursheed, Zahiruddin discussed the possible application of various Total Quality Management tools in cataloging operations. It focuses on the methods Libraries have adopted to identify user needs and to improve services to meet user's need. Many of these methods are either based on the Total Quality Management philosophy or can be adapted to it.
- A Baradol discusses the meaning of quality. It explains the need of quality in Library and Information Science Education in India. It describes the characteristics of the quality which includes commitment working as a mission etc., it provides guidelines for making an institution a quality institution like

periodic assessment, development of individual identity, transparency and Professional development.

OBJECTIVES

The objectives of the study are as follow:

- To know the view of library staff for application of Total Quality Management.
- To identify strategies and applications of Total Quality Management in concerned university libraries.
- To ascertain quality trends, challenges and opportunities as are relevant to university libraries.
- To know the users view for evaluation of application of Total Quality Management in university libraries.

SCOPE

In the present study, researcher has included the following universities libraries for the purpose:

Abbrev	Library Name	University
MAL	Mulana Azad Library	Aligrah Muslim University
IGNOUL	Extent Library	Indira Gandhi National Open University
DUL	Extent Library	Delhi University
BHUL	Sayaji Rao Gaekwad Library	Banaras Hindu University
JNUL	JNU Library	Jawahar Lal Nehru University
JHL	Dr. Jakir Husain Library	Jamia Milia Islamia University
CLAU	Extent Library	Allahabad University

DATA ANALYSIS

Library Personnel (Librarian)

For the purpose data could be made available by 7 (seven) respondent university libraries in Delhi, Haryana, Rajasthan and Uttar Pradesh. The data could be made available by librarian

from each university libraries, which from 100% of response to the questionnaires circulated and through personal visits and personal interviews from the librarians of the universities and to other staff has been analyzed and interpreted in the paragraphs and tables that follow:

Table No. 5.1.1. TQM application in Libraries

TQM Application	Libraries													
	MAL		IGNOUL		DUL		BHUL		JHL		JNUL		CLAU	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
TQM should be applied in Libraries	√	--	√	--	√	--	√	--	√	--	√	--	√	--
Have you tried TQM in your library	---	√	√	---	√	---	---	√	√	---	√	---	√	---
Have you applied statistical process to your library	---	√	---	√	---	√	---	√	---	√	---	√	---	√
ISO Certified	---	√	---	√	---	√	---	√	---	√	---	√	---	√
Staff Employed	---	√	---	√	---	√	---	√	---	√	√	---	---	√
Do you think TQM bring positive affect	√	---	---	√	√	---	√	---	√	---	√	---	√	---

As per table no 5.1.1, all the libraries agree on that TQM should be applied in libraries and IGNOU, DUL, JHL and CLAU have also tried the TQM in their library. As per this table, all the libraries have not applied statistical

approach to their library, as statistical process is helpful in the application of TQM. Concerned libraries have not got ISO 9000 certification, as it is a standard of quality. As per this table, majority of the libraries have not appointed

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additional staff for application of the TQM. Only JNUL has employed additional staff for the application of TQM. As per this table, all the

libraries (except IGNOUL) agree on that TQM will bring positive affect in their libraries.

Table No 5.1.2. *Your Leadership*

S.N.	Leadership	1		2		3		4		5	
		Freq	%								
1	Do you think Leadership plays a significant role in accomplishing the desired level of efficiency in the library	3	42.8	03	42.8	--	--	--	--	1	14.2
2	I consider the importance of different teams for the improvement of the processes, procedures and practices	1	14.2	4	57.1	--	--	1	14.2	1	14.2
3	I believe that all of us have more or less equal potential	1	14.2	1	14.2	2	28.5	--	--	3	42.8
4	I praise verbally in public for out-standing performance and condemn privately for poor performance.	5	71.1	--	--	2	28.5	--	--	--	--
5	I support open decision making through brainstorming	3	42.8	2	28.5	--	--	1	14.2	1	14.2

As per table no 5.1.2, 42.8% central university libraries think leadership plays a significant role in accomplishing the desired level of efficiency in the library to full extent. 42.8% libraries think leadership plays a significant role in accomplishing the desired level of efficiency in the library to great extent. Majority of the librarians (57.1%) consider the importance of different teams for the improvement of the

processes, procedures and practices to great extent. Majority of the librarians (42.8%) believe that all of us have not more or less equal potential. Majority of the librarians (71.1%) praise verbally in public for out-standing performance and condemn privately for poor performance to full extent. Majority of the librarians (42.8%) support open decision making through brainstorming to full extent.

Table 5.1.3. *Your policy and strategies*

S.N.	Policy and Strategies	1		2		3		4		5	
		Freq	%								
1	The vision, mission, goals, objectives and values of the library are conveyed through staff orientation programe	--	--	4	57.1	3	42.8	--	--	--	--
2	I like to align library culture, strategy, environment and technology For effective service.	1	14.2	2	28.5	3	42.8	1	14.2	--	--
3	I provide all information to my subordinates and let them jointly find the solution to a problem.	2	28.5	4	57.1	1	14.2	--	--	--	--
4	I make clear library policy and strategy to the staff	1	14.2	4	57.1	1	14.2	1	14.2		
5	I take help of focus groups, user survey and personnel interview for information needs assessment.	1	14.2	3	42.8	1	14.2	1	14.2	1	14.2

As per table no 5.1.3 majority of the librarians (57.1%) say that vision, mission, goals, objectives and values of the library are conveyed through staff orientation programe to great extent. 42.8% librarian s like to align library culture, strategy, environment and technology For effective service to some extent.

57.1% librarians provide all information to their subordinates and let them jointly find the solution to a problem to great extent. 57.1% librarians make clear library policy and strategy to the staff to great extent. 42.8% librarian takes help of focus groups, user survey and personnel

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interview for information needs assessment to great extent.

Table 5.1.4. *Your staff management*

S.N.	Staff Management	1		2		3		4		5	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1	I consider library staff as an asset to be developed rather commodity to be used.	2	28.5	2	28.5	2	28.5	--	-	1	14.2
2	I focus on education, training and re-training for continuous improvement.	2	28.5	3	42.8	1	14.2	--	-	1	14.2
3	I do not hesitate to delegating the responsibilities and authority to my mature subordinates	5	71.1	1	14.2			--	-	1	14.2
4	I do not consider seniority as the best criteria for promotion	3	42.8	2	28.5	1	14.2	--	-	1	14.2
5	I have provided intercom telephone service in each section of the library for horizontal and vertical communication.	2	28.5	3	42.8	--	--	--	-	2	28.5

Table no 5.2.3 indicates that 28.5% librarian of Central university librarian consider library staff as an asset to be developed rather commodity to be used to full extent, 28.5% to great extent and 28.5% to some extent. 42.8% librarians focus on education, training and re-training for continuous improvement to great extent. Majority of the librarians (71.8%) do not

hesitate to delegating the responsibilities and authority to their mature subordinates to full extent. 42.8% librarians do not consider seniority as the best criteria for promotion to full extent. 42.8% librarians have provided intercom telephone service in each section of the library for horizontal and vertical communication to great extent.

Table 5.2.4 *Your resources*

S.N.	Resources	1		2		3		4		5	
		Freq	%								
1	I help in proper allocation of library budget for optimum utilization.	5	71.1	2	28.5	--	--	--	--	1	14.2
2	I want to provide qualitative library services at a nominal price	4	57.1	--	--	1	14.2			2	28.5
3	I prefer to select library suppliers and vendors on the basis of quality rather on price.	4	57.1	2	28.5	--	--	--	--	1	14.2
4	I am using latest information technology with proper based culture	4	57.1	2	28.5	--	--	1	14.2	--	--
5	I keep library building, books and furniture clean	1	14.2	5	71.1	--	--	--	--	1	14.2
6	I keep all the equipment and instruments in proper condition.	1	14.2	5	71.1	--	--	--	--	1	14.2

In the table no 5.2.1 to 5.2.4, the range is from 1= to full extent; 2=to great extent; 3=to some extent; 4=to a little extent; 5=Not at all in

Table no 5.2.4 indicates that (71.1%) librarians help in proper allocation of library budget for optimum utilization to full extent. Majority of the librarians (57.1%) want to provide qualitative library services at a nominal price to great extent. 57.1% librarians prefer to select library suppliers and vendors on the basis of quality rather on price to great extent. 57.1% librarians are using latest information technology with proper based culture to great extent. Majority of the librarians (71.1%) keep library building, books and furniture clean to great extent. Majority of the librarians (71.1%) keep all the equipment and instruments in proper condition to great extent.

User Data Analysis

The questionnaires were issued direct to the users of 560 to collect the data on user's points on the library's information products and services and their attitude towards the services offered by the university libraries, which they are using for their information needs. The data could be thus be collected responding from users of seven central university libraries which forms 510 (91.07%) of response out of 560 users and through personal visit and personal interview also held with users selected and available for the purpose, has been analyzed and

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interpreted in the tables and paragraphs that follows :--

Table 5.3.1 Total respond

Total No of Quest Distributed	Total No of Received	%
560	510	91.07%

Table no. 5.3.1 indicates that total response from different category of user 91.07% which is quite a good response for the study.

Table 5.3.2 Statures of Users

S.N	Status	Freq	%
1	Teacher	117	22.9
2	Research Scholar	171	33.5
3	Student	198	38.8
4	Administrative	18	3.5
5	other	6	1.17
6	Total	510	100%

It is evident from (table no. 5.3.2) that maximum number of user is student (38.8%), followed by research scholars (33.5%). Teacher is 22.9%. Researcher included in his study all

categories of users (teacher, research scholar, students, administrative and others (special user etc.)

Table No 5.3.3. User's opinion regarding the application of Total Quality Management in Central university libraries

S.N.	TQM Should Be Applied	Freq	%
1	Yes	510	100
2	No	0	0

As per table no 5.3.3, (100%) user's opinion is that Total Quality Management should be applied. This shows that TQM has not applied (100%) by the central university libraries in

their operations and services. This also shows that user thought if TQM applied in the library they will get better services in minimum time from the library.

Table No. 5.3.4. Users have not waited for more than three (3) minutes for the followings

S.N.	Task	To full extent		To great extent		To some extent		To a little extent		Not at all	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1	Borrow material	163	36.7	141	31.8	90	20.3	75	16.9	41	9.2
2	Use electronic resources	192	43.2	141	31.8	64	14.4	90	20.3	23	5.2
3	Ask for assistance at a reference enquiry	217	48.9	166	37.4	56	12.6	55	12.4	16	3.6
4	Use the short term collection against I/card	149	33.6	115	25.9	137	30.9	68	15.3	32	7.2
5	Use the photocopier	160	36.0	127	28.6	90	20.3	95	21.4	38	8.6
6	Use microfilm and microfiche reader	104	23.4	66	14.9	129	29.1	99	22.3	112	25.2
7	Use TV and video for academic file	115	25.9	86	19.4	92	20.7	84	18.9	133	30.0
8	Phone the library for assistance or information	150	33.8	167	37.6	81	18.2	93	20.9	19	4.3
9	Computer printing	179	40.3	140	31.5	91	20.5	49	11.0	51	11.5
10	Any other										

As per table 5.3.4.

- Only 36.7% users say that they did not wait for than 3 minutes to borrow material from their library to full extent.

- 43.2% users say that they did not wait for than 3 minutes to use electronic resources in their library to full extent.
- 48.9% users say that they did not wait for than 3 minutes to ask for assistance at a

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reference enquiry in their library to full extent.

- Only 33.6% users say that they did not wait for than 3 minutes to use the short term collection against I/card in their library to full extent.
- Only 36.0% users say that they did not wait for than 3 minutes to use the photocopier in their library to full extent.
- Only 29.1% users say that they did not wait for than 3 minutes to use microfilm and microfiche reader in their library to some extent.
- 30.0% users say that they did not find in their library TV and video for academic file
- Only 33.8% users say that they did not wait for than 3 minutes for answer on Phone in their library for assistance or information in their library to full extent.
- Only 40.3% users say that they did not wait for than 3 minutes for Computer printing in their library to full extent.

The above table shows that application of TQM in Central university libraries is not up to the extent. Users must be attend/satisfied in library in 3 minutes as in practice.

RECOMMENDATIONS & SUGGESTIONS

- Any thinking on the TQM would be incomplete if the most crucial element the staff, responsible for making it happen are not given due attention. Quality will definitely come up when every individual in library is taken into confidence and when all of them are made clear about the library's mission goals and objectives. This element presupposes that the pursuit of quality must begin from the top to down. Not compartmentalization, but total integration brings quality. Encouraging risk taking and driving out fear results in creativity.
- It is also recommended that time to time librarians should conduct customer survey for their assessment of services offered. Librarians should place the suggestion boxes in their libraries, as suggestion boxes may provide valuable information on the interfaces between user and library.
- Time is a quantitative measure of the quality of library services. As survey reveals that (responses obtained from the questions asked to user that they attain their queries within 3

minutes) users of the libraries are not getting their required information within in time. Usually amount of time used in the library depends on the efficiency of the whole system of library, for example the quality of catalogues, (searching and browsing processed depend largely on the user's characteristics. The university library should improve their retrieval process etc. for applying the ICT with computers in their systems and other related time consuming system.

CONCLUSION

In the Indian context it has TQM origins in Library & information science as early as 1931 when Dr. S.R. Ranganathan gives to the world of librarianship, his famous Five Laws. It is the fourth law, save the time of the reader which has similar implications as are advocated in the TQM process. His explanation for the term "Documentation" as pin-pointed, exhaustive and expeditious organization and retrieval of information is what is sum and substance of the TQM approach in the library context (Raina, Roshan 1999). If we see the application of TQM in acquisition than libraries generally select the learning resources for their library on the basis of user request/requisition, review subject literature, publisher catalogue/trade literature/bibliography and exhibition/approvals etc. But we find most of the acquisition not includes the user's request/requisitions in libraries (Mange Ram 2010). Ease and convenience of the user may be given a top priority rather than hold on to age old traditional approaches. In university libraries, user education/orientation program is not regulated regularly, it will prove quite beneficial if users are continuously and regularly acquainted and updated with learning resources held by the libraries in their respective area of study and research. In spite of these now TQM gaining better place in education including libraries and libraries is also getting ISO certification also. Authorities and parent organization should keep more attention for application of TQM in their operation and services to bring the qualities and fulfillment of objective of the organization.

Note: The data is research data in this paper

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