Total Quality Management in Libraries - A Perspective Approach

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Abstract

The paper highlights about the importance of total quality management in libraries. It is an view that the condition which challenged in libraries of Total Quality Management are very much prevalent here. It is not, however, clear if library managers are effecting the necessary changes to satisfy their clients. In the face of these challenges it is now time for libraries to exhibit that they are valuable to the continued survival and sustenance of their organizations. This can be done best by activity management. Therefore, it is a "system of continuous improvement employing participative management centered on the needs of customers". 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. It is a systematic process, which focuses on understanding customer needs and improving customer services.

Keywords: Total Quality Management, Librarianship, Library Management, ICT

1.   Introduction

TQM is a " system of continuous improvement employing participative Management and centered on the needs of customers". Key components of TQM are employee involvement and training. Problem solving teams, statistical methods, long term goals, thinking and recognition that the system, not people produces inefficiencies. Libraries can benefit from TQM in three ways: breaking down interdepartmental barriers; redefining the beneficiaries and library services as internal customers (staffs) and external customers (patrons) ; and reaching a state of continuous improvement.

A library should always focus on providing the best services possible, and be willing to charge to service its customers.

2.   Total Quality Management

Total quality management is an approach that an organization takes for improving its performance on systematic and continuous basis. This is achieved by involving all employees throughout the organization in satisfying all requirements of every customer, whoever the customer may be either external or internal. Quality Management is the basis for library management in general. Such principles of TQM as meeting the Customer needs, exact assessment, continuous improvement, team work and enthusiasm of the leaders are typically for library services.

2.1   Total: Everyone in the organization is involved in creating and maintaining the quality of the services and the products offered.

2.2   Quality: The organization through individual and collections focuses on meeting customer needs, recognizing that customer perception identities quality.

2.3   Management: In managing the system, the emphasis les on continuously improving his system in order to achieve the best results.

Above all TQM is a management philosophy embracing all activities through which the needs of the customer and the community, and the objectives of the organization, are satisfied in the most efficient and the cost-effective way by maximizing he potential of all employees in a continuing drive for improvement.

3.   14 Steps to Total Quality Management

Based on the work of Japanese managers, Demirs outlined 14 steps that managers in any types of organization can take to implement a total quality management programme.

1. Create constancy of purpose for improvement of product and service. Constancy of purpose requires innovation, investment in research and education. Continuous improvement of product and service, maintenance of equipment, furniture and fixtures and new aids to production.

2. Adopt the new philosophy management must undergo a transformation and begin to believe in quality products and services.

3. Cease dependence on mass inspection. Inspect product and services only enough to be able to identify ways to improve the process.

4. End the practice off awarding business o price tag alone. The lowest priced goods are not always the highest quality.

5. Improve constancy and forever the system of product and service. Improvement is not a one time effort; management is responsible for leading the organization into the practice of continual improvement in quality and productivity.

6. Institute training and retraining. Workers need to know how to do their jobs correctly even they need to learn new skills.

7. Institute leadership: Leadership is the job of management. Managers have the responsibility to discover the barriers that prevent staff from taking pride in what they do. The staff will know what those barriers are.

8. Drive out fear people often bear reprisal if they "make waves" at work. Managers need to create an environment where works can express concerns with confidence.

9. Brake down barriers between staff areas. Managers should promote teamwork by helping staff in different areas/departments work together. Fostering interrelationship among departments encourages higher quality decision-making.

10. Eliminate slogans, exhortations and targets for the workforce. Using slogans alone, without an investigation into the process of the workplace can be offensive to workers because they imply that a better job could be done. Managers need to learn real ways of motivating people in their organization.

11. Eliminate numerical quotas. Quotas impede quality more than another working condition they leave noncoms for improvement. Workers need the flexibility to give customers in level of service they need.

12. Remove barriers to pride of workmanship, give workers respect and feed back about how they are doing their jobs..

13. Institute a vigorous programme of education and retaining. With continuous improvement, job descriptions will change. As a result employees need to be educated and retained so they will successful at new job responsibilities.

14. Take action to accomplish the transformation. Management must work as a team to carry out these above 13 steps.

4.   Benefits of Library Organization by the Services with TQM

"Sirkin" suggests some ways a library might use the principles of TQM to enhance library services.

- ◆ Create service broachers and information kits.
- ◆ Conduct a user survey about library services.
- ◆ Improve signage.
- ◆ Change hours of operation.
- ◆ Provide a more convenient material return.
- ◆ Simplify checkout of material.
- ◆ Use flexibility in staff assignment.
- ◆ Co-operate with local government.
- ◆ Ask vendors to give products demonstration.
- ◆ Give new staff a through orientation.
- ◆ Create inter departmental library advisory groups.
- ◆ Improve the physical layout of the library.
- ◆ Track complaints.
- ◆ Develop an active outreach programme.
- ◆ Open satellite offices.
- ◆ Publicize new or changes services.
- ◆ Develop user and staff training materials

- ◆ Target services o specific groups.
- ◆ Offer electronic document delivery.
- ◆ Follow the mission statement.

While TQM clearly has positive aspects implementing it can have potential challenges "Jurow" ad "barnnard" identify four barriers to the adoption of TQM in libraries.

- ◆ **Vocabulary:** objections to terms such as "total" "quality and "management" which imply that high standards are not already being met.
- ◆ **Commitment**: TQM takes several years to implement and requires a long term commitment by library managers
- ◆ **Process:** Our culture tends to be impatient and we try to solve problems quickly, contrary to TQM ` careful process analysis; and
- ◆ **Professionalization**: Professional can be resist to turning over their practices and services to what they perceive as the "uniformed whims of the customer."

 "sitckin"also notes that it is not possible to satisfy everyone's demands; choices will need to be made.

5.   Why Libraries Should Adopt TQM

Libraries are among the most ancient social and cultural institutions in existence. Ancient libraries as well as modern ones have one thing in common: all of them have a body of information recorded on of them have a body of information could be retrieved when needed. The accessibility of information requires good organizational ability from those who are structure of the organization where desired information is retrieved and made accessible efficiently and in a timely manner to the users. Creation and maintenance of such a structure requires an effective management process that facilitates work towards the goal.

Today technology has changed our social and economic life. In the workplace methodologies change people work at home or on the web with flexible time table, and more and more virtual communities are emerging in different fields. The most important stakeholders in the library are customers, providers of subsidies, staff and other libraries. These stakeholders are interested for various reasons, in the introduction of TQM. The introduction of TQM makes great demands on the staff. The following factors in particular need to be taken into account.

- ◆ TQM involves a process of change and therefore requires of staff that they be ready to play a constructive role in that process.

- ◆ TQM requires a basic re-orientation from the media stock towards customer and markets. For TQM a result oriented approach, not the input of resources, is of vital importance.

◆ A strongly hierarchical organization with fragmented responsibilities is not well suited to the introduction of TQM since all staff needs to feel a responsibility for influencing quality.

◆ The effort necessary for implementing TQM is at the same time rewarding for both staff and the institution: Improvement of the institution in which they work, a strengthening of that institutions position, and more opportunity of staff to influence their own work.

The management of quality in libraries, as a management method that allows the improvement of performance, has been the object of interest for the managers of these services. In this context, that permits the reality of the information service is essential to better adequate and quality proposals.

6. **Concluding Comments**- Quality can be described right time as well as doing it right the first time and doing it right each time. It requires continuous improvement. In this context of the library, it can be described as:-

> **Q– Quest for excellence of knowledge**
> **U– Understanding the user's demand.**
> **L– Leadership quality for librarian.**
> **I – Involving all staffs.**
> **T– Team spirit for achieving common goal.**
> **Y– Yardstick to measure progress.**

There are various aspects of dimensions of quality that are utilized by a user to evaluate library service.

6.1 Performance – Performance of library services according to the user's need.

6.2 Features - Special features of library, that appeals to users.

6.3 Access – Approachability to library and easy access to document.

6.4 Competence – Possession of special skills and knowledge required performing the library services in the changing content.

6.5 Responsiveness – Whole-heartedly endeavor to provide services as soon as possible.

6.6 Courtesy – Respects, politeness as tidy appearance of library staff.

6.7 Communication – Listening carefully to the users educating and informing them in the language in which they can understand easily.

6.8 Reliability – Providing reliable information thus making users free from doubt and confusion.

6.9 Credibility – Trust worthiness, belief having the user's best interest at heart.

6.10 Tangibles – The physical evidence of various services, tools, equipments, and latest information technologies.

6.11   Availability – Unlimited access to the library.

6.12   Maintainability – Restoration of service immediately if it has failed at any juncture.

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