

## **Effective Library Services with Total Quality Management**

**Dr. Anita Gangrade and Dr. Nandini Khattar**

*Senior Librarian, IILM-AHL Jaipur Campus  
Deputy Librarian, Rajasthan University Library, Jaipur*

### **ABSTRACT**

TQM (TOTAL QUALITY MANAGEMENT) is an approach for continuously improving the quality of library facilities and services delivered through all kinds of libraries. Library is a growing organism. Collection development, circulation etc are the important parts of the library. This paper discusses the effective library services with quality management.

**KEYWORD:** -Quality Management, Library services

### **INTRODUCTION**

Library and Information Science Centres generally exist in relation to their parent organization. They are viewed as a subsystem of the main system. Hence TQM will find its way in the subsystem only when there is such an orientation in the main system itself. Within the subsystem, the approach has to be accepted by all the library and Information Science staff involved rather than leaving it to the domain of any public relation staff like circulation and reference.

Recent emergence of global information system has impacted on the library's world to change and adapt new ways which should be more human-centric and more conducive to the new generation of students by considering their learning, thinking, working, communicating and socializing needs in the present environment. Most of the universities and colleges in general and libraries in particular are adjusting their services and facilities to create supportive learning environment for the present generation of users. Now, majority of the users are more comfortable using technology and the internet for meeting their information needs.

### **OBJECTIVES: -**

The specific objectives of the study are to: -

1. Understand the concept of Quality Control, Quality Assurance, Total Quality Management in libraries.

2. Discuss the Effective Library Services
3. Review the Quality Assurance System in Libraries.
4. Examine the application of TQM to Library and Information Science.

To understand TQM in its correct perspective, we must understand a few terms, such as;

### **Quality**

It is one of the important aspects of any activity in today's competitive world.

According to the Oxford Dictionary for the business world, quality is defined as the degree of excellence.

Quality guru J.M. Juran defines quality as: -“Fitness for Purpose”.

Quality guru Philip Crosby defines quality as: -“Conformance to specification”.

Quality control QC is defined as maintaining requisite standards in products or services.

ISO 8402 defines Quality control as “The operational techniques and activities that are used to fulfill requirements of quality.”

Quality stands for: -

Q=Quest for excellence.

U=Understanding customer's needs.

A=Action to achieve customer's appreciation.

L=Leadership determination to be a leader.

I=Innovative.

T=Team spirit to work for a common goal.

Y=Yardstick to measure progress.

### **Quality Assurance**

For extending better and qualitative information services in the libraries, the services should be provided by the libraries with a feeling that information is widely available with equal access to all. This is possible if libraries ensure the implementation of national and international standards while maintaining the currency of information, by updating it and removing unused material. A range of information tools to access information should be available to both the naïve and experienced users.

Quality control evolved from inspection. It serves as a measure to check and detect the internal processes and quality failure rate. Quality assurance involves planning and designing quality into all the processes of libraries. It uses feedback from users and staff. It deals with correction as well as redesigning of system so that failure is not repeated. Like other professions and organizations it was the pursuit of the library profession in India to grow numerically targeting quantity of unorganized and haphazard collections in the initial stages of development. Today, we talk of **sustainable development**. Sustainable Development is an approach that combines aspects of traditional economic development with elements of the environment where we live and social policy which governs our living. In Librarianship there are four variables viz. stock, staff, services and users. Quality in services depends on quality of

personnel and quality of staff depends on level of quality management which is the hall mark of sustainable management. Library efficiency is the ability to minimize the use of resources, in “doing things right” for the reader. Efficient organization is effective and inefficient organization is ineffective. Professional staff in the libraries needs to be trained in their new role as facilitators, consultant online searchers, gate keepers, interpreters etc. It is the need of the day, because the information hungry users need regular updated information.

### **Need of TQM**

The need of TQM is felt due to the following reasons: -

1. User expectation from library is rising constantly which demands for even more sophisticated high quality information product and services.
2. Library and information science professionals are facing a stiff challenge from the increasing information industry.
3. Library and information Science professionals are now asked to become self sufficient if they are to survive in cost-conscious and competition oriented social environment setup.

### **Total Quality management in libraries: -**

The word “Total Quality Management means that every one in the organization must be involved in the continuous improvement effort. Quality is an emerging concept, quality means ”conformance to valid customer requirements” that is, as long as an output falls within acceptable limits called specification limits, around a desired value, called the nominal value or target value.

Further, quality means conforming to specification and standard. It means customer satisfaction, competitive cost, timely delivery, etc. Quality also means, it functions well. It not only meets our expectation but even exceeds them by providing it attractively and employing friendly means in a welcoming atmosphere.

The International Organization for Standardization ISO 8420-1992 defines quality as the total feature and characteristic of a product or service, that bears in it the ability to satisfy stated or implied needs.

Library and Information Science Centre generally exist in relation to their parent organization. They are viewed as a subsystem of the main system. Hence TQM will find its way in the subsystem only when there is such an orientation in the main system itself. Within the subsystem the approach has to be accepted by all the library and information science staff involved rather than leaving it to the domain of any public relation staff like circulation and reference.

TQM is “a system of continuous improvement employing participative management and centered on the needs of customers”(Jurow & Barnard 1993).It is solving team’s statistical methods, long-term goals and thinking and recognizing that the system, not people, produces inefficiencies. Libraries can benefit from TQM in three ways: breaking down interdepartmental barriers, redefining the beneficiaries of library services as internal customers (staff) and external customers ((patrons) and

reaching a state of continuous improvement (Jurow & Barnard. 1993). A Library should be focusing on providing the vast services possible, and be willing to change to serve its customers.

### **Areas of Application of TQM in Library**

The library and information centres are basically service organizations. They can effectively apply the TQM concept in each and every field. Some of the possible areas are:

1. **Laws of Library Science:** - Five laws of library science have so many implications similar to what is advocated in TQM that it is often advocated as a refined and modern version of five laws of library science. The first law advocated changing the conservative attitude of the LIS Personnel. The second law and third law indicate the marketing approach underlying in TQM. It advocated for the survey of and feedback from the user and to design and render library services so that it meets their actual need. Fourth law points out that information should be pin- pointed, exhaustive and expedition. Organization and retrieval of information is what the sum and substance of the TQM Approach is.
2. **Library Services:** -TQM can be effectively used in providing services to user. In rendering CAS, SDI, Interlibrary loan, access to national and international databases through internet or other network, attending reference queries and reference service over phone, fax or personal contact, etc.
3. **Library products:** -Library and information centres produce catalogue card indexing and abstracting periodicals, newsletter, database of their own collection, subject bibliographies etc. all of which can be enriched by TQM.
4. **Marketing of library services and products:** -TQM can be used in creating information awareness and consciousness among the user and reaching out to the potential user. It can be used in identification of the user group, determination of needs, wants and demand of each user group.
5. **Way of the Achieving the TQM:** -TQM can be achieved by way of the following:
  - i. **Competence:** - The employees must possess the required skill and knowledge about the library facility and services.
  - ii. **Credibility:** -The organization and employees must be trustworthy.
  - iii. **Responsiveness:** - The employee must respond quickly and creatively to user request and problem. The employee should make an effort to understand the user need and provide individual attention.
  - iv. **Communication:** - library facility and services should be described accurately in user language.
  - v. **Courtesy:** - The employees should be friendly, respectful and considerate.
  - vi. **Tangible:** - The service and facility should correctly project the quality on readers.
  - vii. **Reliable:** - The Services and facility should be reliable and performance should be consistence.
  - viii. **Security:** - The service and product should be free from danger risk and doubt.
  - ix. **Access:** - All library facility should be accessible..

- x. Feedback: - There should be a continuous policy to collect the feedback from the users.
- xi. Evaluation: - The service, facility and product should be evaluated time to time.

### **FUTURE CHALLENGES IN LIBRARIES: -TQM**

Libraries across the country face two fundamental challenges. One is to find sustainable funding, the other, to meet changing patron demands stemming from the changes in all libraries.. Today's new mission statement –To advance literacy, guide learning and inspire curiosity which focuses on providing a collection of information knowledge and artistic expression.

Physical card catalogs is traditional but today user's need is online catalogs card. So library will have to update the online card and also, physically browsing library stacks, need, online browsing.

Emerging technologies will only recall quicker in catalog and databases. Reader can trace a footnoted lead with lightening fast speed and determine, whether the citation they are following is something that required their attention or not within a minute of seeing a footnote.

The library closed its physical doors to patrons at the beginning of the year. Patrons can download articles and other materials online..

### **SUGGESTIONS**

1. Adopt new technology.
2. redesign the library website to increase virtual access to library resource.
3. reorganize the staff to increase accountability for discrete initiative.
4. focus on intra-staff communication and staff training.
5. increase marketing and promotion of library services.
6. change the growing structure: major issue remains especially after the library strategic plan did not recommend any significant change to the governance status quo, would the library be better served with a closer connection to the city.
7. Make good the lack of sufficient infrastructure for maintaining libraries at the study centres
8. Quality Assurance of library and information system should be part of the quality services.
9. need to develop standards/norms for assessing, quality of information service.
10. need to evolve methodologies and mechanism for important quality information services.
11. more funds to be allocated for studying the quality of information services.
12. training of staff members, providing quality information services.

### **CONCLUSION**

TQM is a strategic approach, to produce the best possible product and services through constant innovation by doing right things, first time and every time.

TQM is an essential tool for managing the expectation and demands of users' needs and quality services. Information professionals can understand the full potential of an information service through TQM, especially, the significance of supporting the libraries' role as not just an information provider but also facilitator and interpreter.

### **References**

- [1] Arora, D.D: Total Quality Management, New Delhi, Saloni publication house, 2003.
- [2] Besterfield, Dale H,: Total Quality Management pearson education Asia, 2001
- [3] Bedi, Kanishka: Quality Management, New Delhi Oxford university press, 2007
- [4] Besterfield, Dale H: Total Quality Management, Delhi, Pearson education 2011.
- [5] Brophy, Peter and coulling, kate: Quality management for information and library managers, Mumbai: Jaico, 1997, pp.21-38.
- [6] Barnard, Susan, B: Total quality management, In: Encyclopedia of library and information science. Vol.61. edited by allen kent, New York marcel Dekker, 1998.pp.311-316.
- [7] Gitlow, Howard S and others: Quality Management, ed 3, New Delhi, Tata McGraw hill education.2010.