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APPLICATION OF TOTAL QUALITY MANAGEMENT IN LIBRARY



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Abs tract:- *The paper focuses on the application of Total Quality Management in Library in different sub-titles such as Need for Quality Management, Total Quantity Management, Basic components of Total Quality Management, Key Elements in Total Quality Management, Total Quality Management and Libraries, Implementation of Total Quality Management in Library. Application of Total Quality Management in Libraries will provide a vital link for managerial decision makers.*

Keyw ords:Quality Management , Library , Key Elements , Libraries, Implementation.

1.INTRODUCTION

Total Quality Management (TQM) techniques, which are used for various products and services all over the world, should be applied to the library services also. This will help to improve the library services, shape them as per requirements of the users, assure their, quality, maintain their quality and monitor the same from time to time. It will help to revalidate the library services, make them acceptable to majority of the library users, provide satisfaction to the clientele and also impose confidence in the library personnel who are providing these services. Consequently, it will improve the library services, help in the overall development and thus help the profession of librarianship to attain maturity, better social status and come upto the expectation of the society at large.

2.NEED FOR QUALITY MANAGEMENT

Economic threat to the libraries by rapid escalation in the price of books and journals, declining budgets, fewer resources and constant growth and change in technology and also users high expectations are some important factors and thus the libraries are needed to provide more services with a less library staff. Tremendous increase in the new information and knowledge resources and forced to do and achieve more with less.

For the purpose mentioned above, we must apply sound and newer management principles such as quality management to the library operations to cope with economic pressures, structural change and technological innovation. The future of the library “demands a more user oriented and flexible organizational structure that will allow the library's various components to be more self directed and more adoptable in responding to internal and external pressures”.

3.TOTAL QUALITY MANAGEMENT

Total Quality Management is a management philosophy and company practices that aim to harness human and material resources in the most effective way to

achieve the objectives of the organization. It involves total commitment, dedication, teamwork and long term commitment to training and development for all staff.

Ellis and Norton has defined Total Quality Management as “an organizational commitment to a working environment of dedicated continuous improvement to every aspect of the business. It focuses on customer service and hinges for success largely on training, team-working, problem solving and quality systems.”

4.BASIC COMPONENTS OF TOTAL QUALITY MANAGEMENT

4.1 Total Commitment

Firm commitment from the top officials of the institutions and the library director is most important step in implementing Total Quality Management. So, with an endorsement and encouragement by the top officials, the library director should prepare working document on Total Quality Management and it should be made aware among the library staff and library committee.

4.2 Customer Driver Service

The core of Total Quality Management is service and satisfaction of the customer. Richness of resources like total number of books and large size of the library staff should not be taken as an indicator of quality. However, it should be defined on how best the library meets the customer's expectations.

4.3 Team Management

Team Management is evolutionary rather than revolutionary and helps in breaking down barriers between units and driving out fear. Teamwork helps in solving problems at process and net result will be faster and economic. Further it builds trust, improves communication and develop interdependence.

4.4 Training

Varieties of training at different levels of the organization is another criteria. This will help in developing one's skills and abilities and also brings creativity and innovative potential among the library staff by yielding better results and improvement in customers services.

4.5 Commitment to continuous Improvement

Total Quality Management should be a way of life and not limited to onetime deal. Everyday improvement in the library products and services should be there.

4.6 Empowerment and Respecting People

Total quality Management is a known philosophy for empowering people to do their job more effectively and decisions of the concerned work should be taken by themselves and it is the duty of the librarian to remove any barrier at various level. Invisible walls between the professional and non-professional staff will disappear when the library has developed teams to work on strategies for achieving goals and objectives. Self respect will also be garnered when the empowerment of the staff allows full contribution and satisfaction.

4.7 Measurement And Analysis Techniques

Cost and value based information services aspire the quantitative analysis from the library management in the future. Statistical process control as a tool assures that, Whatever process is being operated, it must be reliable and consistent process data may be presented by using diagrams, graph and charts etc. Some more measuring tools for Total Quality Management are flow charts, histograms, scatter diagrams, pareto charts, benchmarking, etc.

5. KEY ELEMENTS IN TOTAL QUALITY MANAGEMENT PROCESS

- 1] Focusing on users expectations.
- 2] Developing a quality measurement system.
- 3] Identification of Root causes.
- 4] Developing a communication system.
- 5] Employee motivation.
- 6] Training for quality.
- 7] Implementing quality improvement.
6. Total Quality Management and Libraries

There was a time when the quality of libraries and library services were defined in terms of stock size, varieties of documents, etc. No doubt, these form essential criteria for providing quality services, but it is the service itself that, the users looked for. This shift in the concept of quality is seen in the library and information science literature through the librarians were not aware of Total Quality Management. Actually, element of quality management in libraries and information centers is implicit in the five laws of library science as stated in 1931 by Dr.S.R. Rangnathan, who is regarded as the father of library science in India. "Perhaps one who has gone through his book 'Library Administration' A prosaic manual giving details of all distinctive library functions and general administrative function, would recognize and call him as the father of Total Quality

Management in India.

- 1] Books are for use.
- 2] Every Reader his / her book.
- 3] Every book its reader.
- 4] Save the time of the reader and
- 5] Library is a growing organism.

Especially laws no. 1 & 2 and 4 directly speaks about users' need. All these laws say that, libraries should collect material and function in such a way so that all users get their required material by minimum time, i.e., user should get right information at the right time. If any library or information centre is to follow the above mentioned laws it will fulfill one of the basic principles of quality management and customer satisfaction. So library and Information Centre managers have long recognized the need for customer orientation which is inherent in Total Quality Management philosophy, only the right method has not been adopted to make all the working librarians conscious about it.

7. IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT IN LIBRARY

Implementation of Total Quality Management in library services requires change in the mental frame of the employees as well as the executives of the library, customer segmentation in terms of their needs, service strategy to each user segment with in library constraints and last but not the least, support from the top management of the library.

Implementation of Total Quality Management requires a changed attitude of employees towards their work. Each employee has to contribute his or her best for achieving the objectives of the department, which in turn are derived by the objectives of the library. Everyone has to work to meet and exceed users requirements for literature and information. The whole philosophy of work has to be changed.

A circulation clerk is expected in the Total Quality Management Framework not just to issue and receive back the documents, but to satisfy all the circulation related demands of the users in terms of the process and the outcome. An Information Officer is expected to delight the information searchers by providing pin-pointed information in the least possible time in the form most appropriate to the user. The emphasis of each employee should be on users delight in their respective fields of activities, and not simply the physical or mechanical activities. It requires whole set of mentality change of the employees. Each employee has to be familiarized with the concepts of Total Quality Management and problem solving techniques and have to be provided opportunity to actively participate in activities like quality circles, suggestion schemes, cross-functional teams and the like.

Successful implementation of Total Quality Management also requires user segmentation based on their literature / information needs. It requires deciding on the customers to which a library aims to serve, assessing their needs, and deciding on the services the library has to provide to each segment of users, keeping in mind its limitations in terms of finance, staff, documents and databases.

Support from top management is a must for the

successful implementation of Total Quality Management. Top management may include the members of the library committee as well as head of the library or information unit. Their role is to formulate quality policy based on the missions and objectives of the library and to communicate the policy to all the members of the library. They have to arrange for the education and training of the shop floor workers as well as the middle management and have to promote and supports participative activities like quality circles, suggestion schemes, team work and the like.

CONCLUSION

Total Quality Management concept to achieve excellence. It does not demand to do different things. It simply demands to do things differently. In a library with Total Quality Management, the employees have to do the same job as they were doing previously, but the way will be different. Improving quality does not mean work – addition, it is simply improving the way we do our work on continuous basis. Excellence can never be achieved by accident, it can only be achieved by intelligent efforts. The only way to achieve excellence in every walk of life whether it is industry, service organization, society or family, is “no matter what you do, do it thoroughly. Doing your very best until the very end, is not only important, it is essential.

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