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Initiating and Linking Total Quality Management in Libraries

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Abstract
Quality Management (QM) significance is the course of action of making an error free examining route for libraries. Total Quality Management (TQM) is determined by two lane proposals about how to sprint libraries efficiently – Most important is client fulfilment and second is helpfulness in providing facility. If the libraries come across out the user's requirements and likes, it turn out to be easier in accomplishing the services precisely, well-timed and getting success. With the success rate of TQM implementation as an executive attitude in product and process segment; this approach is also ever more adopted by service sector including libraries. TQM is a move based on the contribution of management, involved staff, customers and available assets and planning to build a permanent step up progress in maintaining a quality services in libraries. TQM helps the libraries by maintain communication effective between users and staff and attainment a status of nonstop improvement. This paper shows a correlation linking within library and TQM approach and shows the way to how to initiates TQM in library system.

Keywords: Quality Management (QM), TQM, Library Services, Quality Services

Introduction
A quality matter within the industries primarily recount upon many factors like raw material, employ skills, tools and equipment's and the working environment. Correspondingly, quality within the library services depends upon the various factors as listed below (Jeannette & Crowley, 2003) (Goodall & Pattern, 2011) (Sharma, 2013a):

- Management visualization for enhancement in the direction of library
- Decentralization and partaking of library staff
- Economic reserves for guidance and up gradation
- Ample budget for retaining collection of manuscripts, journals, magazines and non-recurring financial plan
- Appropriateness and appeal of the library office block for use
- Collection and passion of services
- Openness of online computer information in the interior of the library
- Accessibility of experience and educated staff
- In house service training and advance instruction workshops
- Given that facility as undertaking with well-timed manuscript deliver
- Suitable availability/opening hours as requisite for the user's

It is clear from the above that the concept of TQM in the industries fulfils the goal of customer's satisfaction, in the same way the services in the libraries should adopt it to make their user's satisfied (Sharma & Kadyan, 2016a). Valuable and realistic execution of TQM in service sector like library require fully loyal, encouraged workforce in gratifying the user's requests as well as unspoken patience and devotion on the part of administration. User gratification is the at most goal in the libraries functioning. In the present day's with the amplify in competitions, higher levels of user's expectation, information revolution and customers focused environment, libraries have no exception rather than to implement principles of TQM. The library users assume that they will get adequate quality of services.

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The importance of service quality in the public mind has resulted in quality service becoming a key priority for the most of libraries (Sharma, 2013b). With the relevance of hi-tech resources in libraries and awareness along with alertness in the user's attitude; it turns out to be effectively obligatory to make an transparent and smooth flow of information (Raina, 1995). By implementing TQM in libraries, it is required to take considering following aspects:

- All library activities should start from the concept of quality services (Cook & Thompson, 2000)
- Achieving quality is the integrated role of staff as well as users (Sharma & Kadyan, 2015a)
- TQM relevance is a extensive term plan so have patience (Sharma & Kadyan, 2016b)

Talukder & Ghosh, (2004) present a correlation linking within TQM and library services in diverse aspects shortened in Table 1.2.

Table 1.2: Relationship between TQM and Library Services

Aspect	TQM	Library Services
Characterization	Customer focused	User focused
Time Period	Long Term	Long Term
Liability	Organization, Management, Employs	Human Resources in Library
Main Concern	Effectiveness, Economic aspects and efficiency	Service Quality and Users Easiness
Problem Solution	Managing Teams	Library Professionals' teams

TQM Initiative in Libraries: Why and How?

If you want to find out about your quality, go out and ask your customers (internal as well as external) (Sharma, 2012). The principal setback of numerous quality plans is that they are quality progress Islands excluding connecting flyovers. TQM creates a culture that makes everyone responsible to give their best (Powell, College, & Island, 1995). TQM integrate all its efforts to be remaining in the competition consistently. Library is certainly one of the largely critical and important parts of an educational institute. Libraries grant the necessary resources to its user's to meet their scholastic requirements which ultimately help them in achieving their desired goals (Wilson, 1998). Libraries should have the spirit of empathy atmosphere (caring, helpful, exceptional characterized attention provides to its users) and take care of their customers as special one. Library deal is the arrangement of services-practice and its release. In general, libraries primarily focus on library management, structuring the books collection and helping the users to access them easily (Cowgill, Beam, & Wess, 2001). Therefore, the tasks of a library can be commonly regarded as administrative control, routine services and client services (Sharma & Kadyan, 2015b). To provide optimum facilities to its users and filling their learning requisites have inspired libraries to set up the concept of quality management into library checks (Cook & Heath, 2001). If a library needs to improve their quality services, it is very essential to create a quality culture within it system (Dongare, 2012). For a library, it is required to satisfying its user's, library staff and funding bodies. So it becomes very much essential to introduce important TQM components in library system as follows:

Quality Strategy and its Communiqué
TQM always directed towards in making quality strategies on continuous basis and effectively communicate it with in all team members (Senthilvelan & Balasubramani, 2013).

Contribution and Devotion of Team Members
TQM culture always involved and devoted their team members in every task to get desired goal (Singh, 2013).

Statistical Tools and Techniques
TQM tries to think statistically in solving the problems. It is a structured, statistically, robust, discipline management technique. TQM always tries to convert the problem in statistical terms (Bhatt, 2012).

Standardization
TQM always set some benchmark so that standard can be prepared (Panday, 2014).

Audit and Review
TQM audit and review the quality standards on regular basis within the organization (Zairi, 2013).

Edification and Exercise
TQM culture always believes to impart proper training and educate the team members repeatedly (Richards, 2012).

Synergizing Suppliers-Customers
TQM makes strong relationship and communication between supplier and customer (Tarí, Molina, & Castejón, 2007).

Course of Action Control
It is always required to make the system correctly but it is very difficult to make it consistent to work in right manner. TQM always try to make the system consistent and control work in the direction of quality limits (Choi & Eboch, 1998).

Quality Measurements
It is always difficult to measure the quality but TQM implementation having the potential to measure the quality in terms of customers, users, employees, and other team members (Martínez-Lorente, Dewhurst, & Dale, 1998).

If implemented carefully, these TQM components yield positive benefits to libraries such as:

- Will lead to permanent improvement- rapid way outs may give up only one-sided end results.
- Will create a balance between user's expectations and staff potential in achieving the quality services (Samson & Terziovski, 1999).
- Will provides the way of cooperation among the attitude of users and staff to improve the quality standard of service (Selvi, 2002).
- Will directs the librarians to adjust and rearranged their internal system at minimum cost and inconvenience as per user's demand (Rowley, 1996).
- Will forces library managers to develop leadership skills (Masters, 1996).
- Will make a sense to inspire the workforce to make their input in in making decision for providing quality services.
- Will help the library managers to identify key areas within library which needs urgent attention (Clack, 1993).

- Will direct to – "Do the Work Right in the First Instant" - rather than to retort after the complexities occur (O'Neil & Rosanna, 1994).
- Will improve the level of training given to staff and thus increasing skills.
- Will helps in making superior communiqué within the library service system (Edwards & Browne, 1995).
- Will force the librarians to take up nonstop improvement planning as a standard way of managing the libraries (Aftab & Khan, 2014).
- Will integrate available physical resources and facilities within the library system for full mutual cooperation to get optimum results in providing quality services (Patil & Pradhan, 2014).
- Will optimized the available space in all directions - vertically, horizontally as well as floor area (Jain & Kashyap, 2014).
- Will provide a sense of safety and satisfaction within the user's and staff (Abhijit & Abhijit, 2014).

Steps in Promoting and Initiating TQM in Libraries

1. Collection and study the literature to understand the various facets of TQM and learning the institute library conditions.
2. Interacting with outside professionals through workshops, seminars and training programmes and by visiting other reputed libraries.
3. Organizing an appreciation workshop for the top management and senior members in the institute.
4. Declaration of the intention by Librarian to introduce TQM benefits in the institute library.
5. Establishing quality council and steering committee with clear cut mandate for directing the library to achieve the goal towards total quality.
6. To constitute a working group to lay down library Quality Policy (QP).
7. Ensuring the communication of the QP to each and every person in the library through training and meetings.
8. To create an organizational framework in term of assigning TQM responsibilities to individual. The person directing TQM activity preferably should be librarian.
9. Preparing of a training plan to impact attitudes of the library staff.
10. Conducting quality awareness through training/workshop covering all the employees of the institute library.
11. Formation of steering committees and promotion programmes giving record of priority items at the unit/division level.
12. Establishing Quality Improvement Teams to identify and analyse important service problems in library.
13. Training of Quality Improvement Teams in problem solving approach tools and techniques.
14. Initiation of group activities such as Quality Circle, Brainstorming Sessions etc.
15. Designing and implementing a system for recognition and rewards based on evaluation of work taken up by Quality Improvement Team.
16. Identifying the actual inputs, outputs, internal and external user's requirements.
17. Complete review of documentation processes and others records.
18. Identifying problems areas and weaknesses and try to upgrading the system to meet the requirements of the user's.
19. Simultaneous implementation of the systems and documentation process and procedures, work instructions etc., relating to procurement, process control, inspection, audit and storage etc.
20. Scheduling quality review and quality audit by involving senior members of the institute on regular interval.
21. Some of the steps (as mentioned above) may be combined or their sequences may be changed depending on the type, size and preparedness of the library as well as priorities of the librarian.

Conclusions

Library wishes to initiate TQM must understand clearly that TQM is not a management techniques but a programme that initiate change. Efficient TQM programmes guide for a transform in way of attitude of the users as well as of the staff involved in library functioning system which facilitate us to convince completely the library and information wants. TQM in Library & Information centres may facilitate in superior expenditure managing, decline in customer criticisms, revise skills of staff and in initializing accounts of all the manuscripts existing in the library. Concluding remarks shows that getting premier worth during carrying out TQM in library is not an assurance however it grantees to have movement on right track.

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