Road Plan to Enterprise TQM from Manufacturing to Library Services

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ABSTRACT

Today’s libraries are trusted to a place where to justify their existence; it requires offering quality services to its users. So, initiation of Total Quality Management (TQM) techniques in libraries can cart them into a new period and introduce to a new set of possibilities with more quality ideas within the library system. TQM is a permutation of diverse plans and arrangements which formulate libraries to turn out to be more accessible culture and build to utilize the entire reachable resources in the optimum potential mode. TQM application in libraries can maximize the users’ satisfaction by eliminating their complaints and problems. Doing things in right way by involving every available resources and keeping them integrated is the basic idea behind TQM application. TQM execution confirms and maintains appropriate work distribution for silky tasking of library as well as permanent enrichment in the functioning of libraries. In this manuscript, authors make an exertion to look at evolution of TQM, perception of TQM performance in libraries and see how road plan to enterprise TQM from manufacturing to library services fit in with quality and functioning excellence initiatives.

Key Terms: TQM, Quality Management, Users necessitates, Customer fulfillment, Library services.

INTRODUCTION

Initial starting of implementing TQM in manufacturing sector shows remarkable results in the favour of employers and customers. TQM is only believed for mechanized industries making manufactured goods. Ensuing the success of TQM in manufacturing environment, service sector also make an effort to look road plan to enterprise TQM from manufacturing to services. Library is the category of service sector wherein ever-increasing wishes for customers has compelled libraries to occupy quality inventiveness into their associated services. TQM approaches always move towards the customer delight and open the doors that you never even knew existed. Commencement of TQM techniques in libraries can pull them into a new era and introduce to a new set of possibilities. TQM always organize the libraries services as per requirement of the surroundings and accept the change in culture and technology1. For Implementation of TQM in effective, efficient and economical manner, it is necessary to deliver an effective management leadership2. Road map to enterprise TQM in library services can directly affect the required need of sustainable change in the system and attitude of the customer (Internal as well as External).

- **Evolution of TQM**

Perception of TQM was developed in Japan in the late 1940’s and 1950’s, initiate there by Americas Feigenbum, Juran and Deming thereby lay down the ground works of TQM in manufacturing sector. The growth of TQM took place in stages recognized as shown in Table 1.

- **Inspection**

Inspection can be called as the first step move towards quality management. In the early 1900s Fredrick W. presented this idea to operate their work in an effective manner3. The role of
inspection is to confirm and certified the variance data. In product industries, producing finished goods, inspected to ensure whether the product met the specified tolerance limits or not whereas services inspected by checking the delivery time.

- **Quality Control**

Quality control aim to detect faults and rework on them to optimize the method. Quality control is the aged quality idea. It refers to the detection of defects in produced parts. As a method to control quality, it may involve a considerable amount of misuse, fragment and change. It is a type to develop a way of uninterrupted upgrading of a business. In services, to control the quality standard, it is important to make data collection related with time to deliver, voice of customer, requirement of users and facilities to in-house persons.

- **Quality Assurance**

It is the third stage of quality management development started nearly in 1950s which lead to attain excellence by integrated the system hard work. It is about to ensure to produce zero defect products and to get right things every time. Quality assurance is the type of system developed to make a sense that how the production process will take place to maintain the standards. It can also be called as a work force or a team working in a closed loop system to overcome goals.

- **Total Quality Management**

TQM is the fourth and the last step of quality initiative till date. The term of TQM was firstly used by the defense authorities in the United States. At that time TQM considered as the new term given to Total Quality Control (TQC) and it is considered that quality is not to control but it is to manage. Today, it is well known structured approach used by most leading organizations to develop their quality improvement programmes.

- **Perception of TQM in Libraries**

For flourishing put TQM practice in libraries, attitude of library members towards their user’s needs and desires should change. Library professional always should have intention eye on the requisite of their users. Today’s to justify their existence and relevance; libraries have to give an extra effort in providing the services to their users. TQM importance is not only limited to user’s expectations but also inclined towards the fast changing atmosphere of service providing in libraries. TQM is a philosophy to manage libraries by focusing on customer’s satisfaction and quality in better way. TQM elements in library found to be useful in achieving organizational progress goals and in maintaining the future of the organization. Libraries only have the motive to satisfy their users by providing quality services. By implementing TQM in systematic manner in the libraries; the fast changing, high rate requirements and expectations of users can easily be fulfilled. TQM carrying out in library having sharp check on the requirement of users’ needs. In the library framework, library staff should aggressively pleasure all their classmates as well as all users with decorum and value. Total Quality Management is a management move towards marked on quality, based on the contribution of a library and planning at long term victory. Moghadam & Moballeghi shows that effective implementation of TQM in libraries requires well-built headship involvement; effectual communiqué between sections and scheduled training. Getting premier worth during carrying out TQM is not an assurance however it guarantees to have movement on right track.

- **Perception of TQM Performance in Libraries**

Various authors and researchers give diverse opinion about TQM relevance in libraries. Authors explain the TQM relevance in libraries in different ways which are listed below (Table 2):

<table>
<thead>
<tr>
<th>Authors &amp; Years</th>
<th>Perception of TQM Performance in Libraries</th>
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</thead>
<tbody>
<tr>
<td>Dougherty, 1992</td>
<td>Implementing TQM helps to librarian in examine the issues of management, staff empowerment, motivation programs, work generalization, modernization and routine evaluation.</td>
</tr>
<tr>
<td>Butowick, 1993</td>
<td>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.</td>
</tr>
<tr>
<td>Kaye, 1994</td>
<td>TQM is a combination of different tools and approaches which make libraries to become more receptive culture and make use of all accessible assets in the optimum possible manner.</td>
</tr>
<tr>
<td>Raina, 1995</td>
<td>TQM carrying out in libraries always tries to make the data of users needs and having sharp check on the requirement of users’ needs.</td>
</tr>
<tr>
<td>Spang, 1996</td>
<td>During implementing TQM in libraries, it is necessary to set up a training schedule, forthright exchange of ideas between management and employees to have main focus on problem-solving by setting up employee self-responsibility.</td>
</tr>
<tr>
<td>Byrd, 1998</td>
<td>The Concept of TQM implementation becomes more relevant and compulsory in libraries because of the emergence of IT introduction and increases in user awareness with in library system.</td>
</tr>
<tr>
<td>Jayamalinii, 1999</td>
<td>TQM makes available the quality manuals for overseeing libraries and to move the libraries in the worth direction.</td>
</tr>
<tr>
<td>Ondari-Okenywa, 2000</td>
<td>TQM principles help the librarian to maintain their services up to required quality standard.</td>
</tr>
<tr>
<td>Claver, Garco, Llagos, &amp; Gonzalez, 2003</td>
<td>TQM has been increasingly applied in libraries in the developed countries since the 1990’s and helps the librarians to move towards in establishment of quality culture in libraries.</td>
</tr>
<tr>
<td>Varma, 2002</td>
<td>TQM is directly connected with improvement of services and an essential division of modify management in library and information science.</td>
</tr>
<tr>
<td>Begum, 2003</td>
<td>TQM application in the library system directs for continuous improvements by improving capability of the library system in terms of documentation supply, demand supply, staff capability and service capabilities.</td>
</tr>
<tr>
<td>Pors, N.O. Dixon, P. Robison, 2004</td>
<td>TQM implementation requires compete analysis of TQM critical factors related to library functioning and for this it should be the priority of the management to arrange TQM training from top to bottom with in the library system.</td>
</tr>
<tr>
<td>Raina, 2005</td>
<td>Indian Institute of Management, Lucknow library conducted various development programmes regarding TQM course of action in library and find beneficiary results in maintaining quality standard.</td>
</tr>
<tr>
<td>Wang, 2006</td>
<td>Enterprise TQM preparations in libraries engage an intangible encouraging amends in the performance of library workforce.</td>
</tr>
<tr>
<td>Mahawar, 2007</td>
<td>In today’s competitive age, using elements of TQM, the libraries can achieve the world-class standard in providing their services.</td>
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</tbody>
</table>

### Table 1: Evolution of TQM

<table>
<thead>
<tr>
<th>Phases</th>
<th>Year</th>
<th>Characteristics</th>
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<tbody>
<tr>
<td>Inspection</td>
<td>1910</td>
<td>Sorting, Remedial Actions, Identifying cause of defects</td>
</tr>
<tr>
<td>Quality Control</td>
<td>1924</td>
<td>Recoding data, Rework, Manuals, Planning, Introduction to statistics tools</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>1950</td>
<td>Quality process planning, Making quality manuals, Quality audits, Cost control</td>
</tr>
<tr>
<td>TQM</td>
<td>1980</td>
<td>Customer focus, Continuous improvement, Leadership, Overall Integration, Management concept, Flexibility, Optimum utilization of available resources.</td>
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Road Plan to Enterprise TQM in Library Services

Following the success of TQM, libraries have got attention in TQM since 1990s. Road plan to enterprise TQM in library services provides the way to define the sustainable changes that must occur to get suitable results. The road plan starts from the decide phase. This begins when someone library professional think that something must be changed otherwise in this global era, the libraries will not convene the beliefs of their clients. It is the time when the libraries need to generate new information or better information because the more new information a library has, the better their planning for change. For this there are number of areas that should be considered.

Decide to Deployment Phase

- Starting from favor of the customer, it is required to make a customer faithfulness judgment to find what the customer like and dislike about the services.
- Identify the areas of strength and weak areas by performance analysis for culture change.
- Understand the staff attitudes towards the proposed changes.
- Understand the key service areas and how the change will affect them.
- Identify the desired scope of change.
- Assess your library status to set strategies and goals.
- Integrate and align quality requirement into service plan.
- Learn about the transformational approaches.
- Conducting the quality review in all sections to understand the level of improvement needed.

Prepare Pilot Phase

This phase starts by using the map generated in first phase and it ends after the successful commence of pilot project. In this phase the administrative team starts to practise for the changes that will take place. It deliberates on build up a pilot attempt to try the change in a small section before carrying it out in the total library. This phase builds on the review and sets up the organization for success. From this, the libraries commence to identify the plans that must be carried out to meet the needed objectives founded in the first phase. This phase also includes the following section to start:

- To set up the initiative goals and make sure that they are making paralleled with the management goals.
- Deal with the finance concerns.
- Build up and start carrying out of communication plan for both internal as well as external.
- Identifying the pilot project to start and make plan for training about this project.
- Establish infrastructure in terms to make steering committees and identifying the initiative leaders.

Start on Phase

In this phase the steering committee start up the pilot project in library, review the pilot project progress and make the decision in its favour. This section includes:

- Conduct pilot training and monitoring the committee training.
- Support and monitoring the project.
- Measuring and evaluate the progress of the project.

After carrying out the pilot project, the steering committee members assess what has to work and what has not. This will help to decide whether dump the efforts or to change the plan to execute.

Develop Phase

Now it is the time to expand or develop the size as well as vision of the management or organization. It will take long time because it is time for cultural change. Library must continue to implement its plan within this phase to get the desired changes. This phase includes:

- Modify original operation maps based on lessons learned and present ideas.
- Expend the committees involved and prove additional training.
- Establish objectives for the staff members.
- Measure review and monitoring the ongoing project with in the library.

Continue Phase

The final phase is the continue phase when libraries have an integrated available resources. Key service areas are defined and the process committees are assigned to improve the services. Staff performance re-evaluates and recompense is in line with the changes required. The steering committees regularly re-examine and inspect the changes processes. This will result in a discussion or yet change in the strategy of the library providing services. This phase includes:

- Continue to measure culture change and acts on scope of improvement.
Focused on the customers demand and needs.

All staff member within the library must be trained to know what is expected from them, how they have to do their work to meet the desired expectation.

Conducting the audits and take actions as required.

CONCLUSION

This article is all about explaining the evolution of TQM and shows the way to optimize it in a form that it can be fitted into the service sector effectively. TQM is all about changing the culture, process parameter and attitudinal thinking. With this sequential road map to project TQM, all libraries can be able to achieve good results. It is also required to propose effective training schedule regarding the attentiveness of TQM among the users as well as staff members. This will certainly help to create an effective environment within the different subsections of library. The users’ rights should also be given due consideration while following the roadmap to enterprise TQM regulations. Following the steps explained in this paper, the library professionals can extend quality service to their users as well as their subordinates in terms of increased enthusiasm.

REFERENCES


