Total Quality Management (TQM) is a new management concept wherein quality is the driving force of the entire activity cycle from beginning to end. Various aspects of TQM with particular reference to its implementation in library and information services have been discussed.

INTRODUCTION

Every organisation, whether it is a manufacturing organisation or a service organisation like banks, insurances, libraries and information centres, exists to provide services or products acceptable to customers or users to their fullest satisfaction. The success and failure of an organisation are gauged from the extent of customers delight which they receive from the service of the organization or service of a unit or an individual. The customers may be internal as well as external. For example, the teaching faculty and the students are the external customers of a university library. On the other hand, the people or groups within the library who are dependent on the work of/or input from other areas within the organisation are the internal customers.

In every case whether it is a manufacturing organisation or a service organisation and whether it is the internal or external customer, a customer always expects value for his money or the time spent in getting the desired service. The whole concept of customer and his requirements has been summarised in Figure 1.

![Diagram](image-url)
CONCEPT OF QUALITY

Definition of quality varies from person to person and a large number of definitions are available in the management related literature. All these definitions can be grouped into provider or supplier oriented and the user or customer oriented. The former emphasizes on the specifications of a product or resources available with the service organisation, whereas the later emphasizes on the value for the customer in terms of the services from the product or services from an individual.

The concept of quality has changed now-a-days from provider oriented to customer oriented, and it has now been well established that Quality is not what producers define but it is what the customers require. There was a time when the quality of libraries or library services were defined in terms of stock size, available resources and the mere number of services provided by them. These norms no more form the basis of users' delight now. No doubt, these form an essential criteria for providing quality services, but it is the service itself which the users look for.

Customer judgement of service quality is affected by both the process and the outcome. "Process" is how a customer is treated during the service interaction and "outcome" is the actual end result. For example, for a user inquiring about a particular information, receiving the required information is the outcome and the way the user is treated by the reference librarian is the process. The performance of the service provider is measured against customers expectations. If the expectations of customer exceed, the service is evaluated as high in quality.

Like quality of any other service organisation, the quality of library service is measured in terms of reliability, responsiveness, assurance, empathy and tangibles. The first two are most important and related to these are basic services. Customers want the basics i.e., they expect fundamentals not fanciness, performance not empty promises. Quality service depends on how well various elements function together in a service system. These elements include the people who provide the specific services in the service chain, the equipment that supports these performances and the physical environment in which the services are provided.

QUALITY & USER'S NEEDS

Quality is inextricably linked to customers' or users' needs. It is user's requirements that a higher quality library service conforms to; it is a service that fits to the user's purpose. But, user's need is not a universal and static phenomena. It keeps changing from user to user and also, for one user it changes with time. Every user defines quality in his own way. A library equipped with macro-documents, such as books, may provide excellent services to a searcher of macro-documents, but it may miserably fail to satisfy the need of an user looking for micro-documents. So, whereas for the former user, a library is an excellent one, it is not so for the later. An academic library, for example, may serve excellently to the faculty members and the students, but it may not be able to satisfy the needs of the general public. Here again, for the first group of users library services are excellent whereas for the second group of users these are not so.

User's changing needs lead to the change in strategy towards achieving the goals of user satisfaction. That is why it is said that the quality is a journey, not the destination; and it can be built upon only through the continuous improvement processes. Meeting changing requirements of the users with time requires updating of libraries continuously in terms of its resources, equipments and facilities. A library may function under certain constraints like finance, personnel, management policies, etc., and for a library it is never possible to satisfy all the users. Therefore, it is essential to segment the users on the basis of their literature/information needs and to decide upon the group of users to whom the library wants to provide quality services, though to satisfy everyone is ideal.

QUALITY COST

One misconception about quality is that providing quality services increases the cost of products or services. That is, if 100 xerox copies of a paper are needed, 100 plus papers are given to the operator. But, an in-depth analysis will reveal that the cost of quality in terms of additional papers is the money paid for doing wrong. In technical terms, it is called Price of Non-Conformance (PONC). If man, machine, method and material - all are right then definitely quality is not expensive. For 100 good quality xerox copies, exactly 100 papers will
serve the purpose. Cost definitely varies for different product grades but not for the quality product of the similar grade.

While looking for a pin-pointed information through on-line or CD-ROM databases, price of the output will depend on formulation of search strategy. If search strategy is faulty, then it will cost more to the searcher, and even then, there is no guarantee of getting the required information. Here again, the extra cost involved in satisfying user’s through quality services is by virtue of the PONC. Thus, reducing the PONC to its minimum ensures quality which is not costly. Conclusively, it is the poor quality that costs money and not the quality itself.

**TOTAL QUALITY MANAGEMENT**

A comparison of the old concept of quality management (q) with the new concept (Q) is provided in Table 1. The objective of the new concept of quality management is to meet and exceed customer expectations by developing a leadership-driven process for providing a product or service with built-in quality. It also asserts that quality is a first person’s job and not of some one else. The new concept of quality management is called Total Quality Management (TQM). TQM stands for

T - Everyone has a role to play;
Q - Doing right thing first time, every time, all the time; and
M - Art of making it happen.

TQM is a customer-need driven management process. It is prevention-oriented and believes in delighting customers first time, everytime, all the time. All the functions of an organisation and each employee in every function are involved to attain excellence in their own areas of activity. TQM em-

<table>
<thead>
<tr>
<th>OLD</th>
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<tbody>
<tr>
<td>INSPECT-IN QUALITY</td>
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<td>INCREASED QUALITY</td>
<td>INCREASED QUALITY</td>
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<td>INCREASES COST</td>
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<td>RESULT ORIENTED</td>
<td>PROCESS ORIENTED</td>
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<td>DEPARTMENTALLY DRIVEN</td>
<td>LEADERSHIP DRIVEN</td>
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<tr>
<td>MEET CUSTOMER SPECIFICATIONS</td>
<td>MEET AND EXCEED CUSTOMER EXPECTATIONS</td>
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<tr>
<td>FOCUS ON SHOP FLOOR/ MANUFACTURING</td>
<td>HOLISTIC FOCUS ON ENTIRE ORGANISATION</td>
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<tr>
<td>SECOND PERSON (QUALITY IS SOMEONE ELSE’S JOB)</td>
<td>FIRST PERSON (QUALITY IS MY JOB)</td>
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S.L. JAIN and DINESH KUMAR GUPTA

phasizes on identifying customer needs expressed in customers' own words and then linking customers' perceived quality to internal managerial processes and measuring the impact of quality improvement at the workplace.

The orientation of TQM is towards process development rather than attaining the results. A process is the transformation of a set of inputs which can include actions, methods and operations into desired outputs. Each process in every department or functional area can be analysed by examination of its inputs and outputs. This will determine the actions which will be necessary to improve the quality.

WHAT TQM IS

1. TQM means shifting away from control-driven to culturally-driven quality, meaning that, quality becoming the driving force of the activity cycle, starting and ending with customer.

2. Shifting away from controlling-in to managing-in quality, that means flexibility to (i) react to changes, (ii) ability to innovate, and (iii) commitment to continuous improvement of quality.

3. TQM demands to know what is right. To do things the right way every time; and to continuously look for ways to improve every process in the organisation.

4. Customer satisfaction through continuous improvement is the heart of TQM.

5. Management commitment and Top-Down leadership are must for TQM success.

6. TQM is not a short-term solution to problems, rather a long-term perspective for improvement.

IMPLEMENTATION OF TQM IN LIBRARY SERVICES

Implementation of TQM 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 within library constraints; and the last but not the least, support from the top management of the library.

Thus, implementation of TQM 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 driven by the objectives of the library. Every one has to work to meet and exceed the user's requirements for literature and information. The whole philosophy of work has to be changed.

A circulation clerk is expected, in the TQM 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 specific information in the least possible time in the form, most appropriate to the user's requirement. It requires a whole set of mentality change of the employees. Each employee has to be familiarised with the concepts of TQM and problem solving techniques and has to be provided opportunities to actively participate in activities like Quality Circles, Suggestion Schemes, Cross-functional Teams and the like.

Successful implementation of TQM 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 user's, keeping in mind it's limitations in terms of finance, staff, documents and databases. For example, a university library can segment their users as faculty members, research scholars, post graduate students, undergraduates and supporting staff. Then, the library management committee should decide on the document access as well as promotional services to be provided to each segment of users. Once strategy is decided, it should be percolated down and each employee has to strive for it's effective and efficient implementation. Support from top management is a must for the successful implementation of TQM. Top management may include the members of the library committee as well as head of the library or the information unit in the management process. 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 train-
ing of the shop floor workers as well as the middle management and also, to promote and support participative activities. Management have to ensure that the individuality of the employees are sufficiently respected and that, the people find their work worthwhile and meaningful. People should have sufficient autonomy to be able to work freely on their own initiative. A person who works strictly according to orders and directions from the top resembles a machine. Thus, the people should be able to exercise their intelligence and think about their work. This will ensure improvement of the quality of work and their creativity. Searching for the type of management in which all employees are able to fulfill their human potential and perform worthwhile work is a vital concept of TQM.

**LEADERSHIP**

Management's role in a Total Quality environment is different than the traditional role. Management have to be provided with the leadership skills necessary to adopt the new role. As a leader, one must have the initiative and commitment to

i) include the pursuit of quality in the performance expectations of all units of the business in which he is in;

ii) break-down inter departmental barriers;

iii) influence people to embrace the quality movement; and

iv) anchor the transformation, protecting it from internal and external pressures.

Essential elements of strong leadership are

i) vision : ability to conceptualize and execute through effective communication;

ii) experience : ability to grow with experience and learn from previous mistakes;

iii) making things happen : ability to bring the best out of others and make them improve their standards all the time;

iv) intuition : ability to sense that a problem exists, to react to it in the right way, to make experience work and use data analysis effectively;

v) problem management : ability to manage series of problems in orderly and most effective manner; and

vi) leading by example : making others feel wanted and important, helping them fulfil their goals and expectations and facilitating climate of individual growth and development.

Ability to manage and ability to lead complements one another. For organisation to deal with the various complexities and frequent changes, there has to be a strong leadership to direct the organisation forward and strong management to pull the strings together.

**PEOPLE'S INVOLVEMENT**

To develop a strong customer orientation and discover ways to create more effective service, organisation requires involving all employees in the process of improving customer service. The service provided to an external customer is the direct result of a series of interactions between internal customers and providers. By improving these internal interactions, service quality can be improved. As the employees live with the process everyday and know the details, they are powerful source of improvement ideas.

Once quality is defined, a system is in place, and policies, procedures and standards are stabilised. It is incumbent upon everyone in the organisation to assume his role in establishing quality. Each person must realise that he must know what his quality standards are for every job he performs, and he must strive to meet those standards on a daily basis.

The basic fact about people is that they work just to run their services and they have to be motivated to work harder. Most common three forms of motivation are: lure of incentive, fear of punishment and joy of work. The first two methods are either be-
beyond the control of leader or are counter-productive. It is the last one which is recommended to be adopted in TQM framework. People work hard when they found pleasure in doing their work. This psychological aspect of human behaviour is used in involving people for getting the desired results. People feel pleasure in work when they are involved in the work. Involvement is a mental process, not a physical one.

The highest level of motivation is achieved when employees feel that they are a part of the organisation. Effective implementation of TQM requires that employees should be given limited autonomy, i.e., they should be made free to decide in their work area. When they are involved in decision-making, only then they will feel a sense of involvement. Sense of involvement will lead to a feeling that it is “their job”, otherwise they won’t involve themselves in the job.

Once, a job becomes their job, they will do it better, resulting in quality and productivity improvement. This cycle will lead to continuous improvement in the process of providing a higher and higher quality services. How people’s involvement leads to continuous improvement is shown in Figure 2.

**CONCLUSION**

TQM is a management concept to achieve excellence. It does not demand to do different things but, simply demands to do things differently. In a library with TQM, the employees have to do the same job as they were doing previously, but in the new environment, the ways will be different. Improving quality does not mean work-addition, it is simply improvement in the ways of 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 organisation, 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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