

## Total Quality Management Approaches in Libraries for Quality Enhancement of Higher Education in Pakistan- An Emerging Trend

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### **Abstract:**

*Total Quality Management is a management approach centered on quality, based on the participation of an organization and aiming at long term success. Education sector has also been benefitted by this approach to a wide extent. Since academic organizations and libraries are inseparable for quality education, approaches of TQM in libraries can play a great role in establishment of quality in higher education. This study aimed at analyzing the "Total Quality Management Approaches in libraries for Quality Enhancement of Higher Education" as an emerging trend. Out of four approaches of TQM the aspects of committed and involved management to provide long term top to bottom organizational support and effective involvement and utilization of entire workforce were selected for the study. Research involved indicators of quality for academic libraries of higher education, and then judged those indicators on the current provision of library facilities. The population of research study was the librarians, faculty members and researchers from academic libraries particularly in public sector universities. Check list and questionnaire were used as tools of research. Data analysis reflected that both of these aspects of TQM approaches in academic libraries require a positive re-fix for successful implementation of TQM in academic libraries.*

**Key words:** Total Quality Management, academic organizations, education sector, quality in higher education

## **Introduction**

The method of TQM represents a new age in the management of an organization. Total Quality Management (TQM) is a coherent management philosophy that provides the tools and the direction to improve quality. The main difference between quality and TQM is that the quality term usually focuses on a temporary process, while TQM is a long term process and adopts a strategic dimension, to guide each strategic dimension. Simply TQM is meeting of customer requirements, and today, all kinds of organizations are becoming customer oriented to survive in this world. TQM has become essential in academic organizations too. It has become the part of total integrated effort for gaining improvement in every facet of academic activities.

Library, the heart of any educational system, is also the part and parcel of a total system aimed at achieving the institutional goals. As summarized in a World Bank report, institutions of higher learning have the main responsibility to equip individuals with advanced knowledge and skills required for a position in profession or business (Kavulya et al. 2004). Through collaborative efforts with university, libraries respond to the new trends in higher education and also help in innovative additions in curricula. Libraries have always been committed to provide high quality of services to its users. In the past, consuming more resources, buying more books, and moving to large premises were considered as improving quality. But that approach is not valid today. It now requires providing right information to right user. To help libraries in the process of improvement, total quality management offers both a process and a system to produce dynamic change in organizations.

## **Philosophy of TQM**

TQM is a philosophy that strengthens the culture to foster continuous organizational improvement through systematic,

integrated, consistent effort involving everyone and everything, focusing primarily on total satisfaction of internal and external customers, where employees work together in teams with process ownership, guided by a committed top management, which takes a proactive participation” (Nukulchai 2003).

BS5750: British Standard (BSI 1992) defines TQM as

a management philosophy and company practices that aim to harness human and material resources of an organization in the most effective way to achieve the objectives of the organization.

## **TQM in Libraries**

The concept of TQM has its roots in 19<sup>th</sup> century; a lot has been done to implement TQM in different sectors. Education sector has also been benefitted by this approach to a wide extent. It is well known that management method of TQM can benefit libraries too. Generally, the service quality of an academic library has been described in terms of its collections, its size and various service contents. The development of traditional orientation, to focus on collection, is no longer adequate to satisfy readers in the present era. (Kavulya et al. 2004).

Libraries can benefit from TQM in many ways. In the description of the benefits of TQM in academic libraries, Miller & Stearns, as quoted by Malini (1999), say that TQM in libraries can yield positive benefits and can bring:

- Incremental changes that lead to continuous improvement – quick solutions may yield only partial results.
- The forcing of library managers to develop leadership skills interested of replaying on power within position to obtain results.
- Increase of staff participation in decision-making, thus increasing the feeling of “ownership” of decisions and

directions once charted.

- Improvement at the level of training given to staff, thus increasing skills.
- Help to break down barriers between library departments and improve communication within the organization.
- A method of improving services to users in a period to similar resources.

Khera and Sharma (2012) in *TQM: An over View in Academic Libraries* establish a relationship between library sciences and TQM. It is presented in table 1.1.

Attribute Comparative	TQM	Library Science
Definition	Customer Oriented	User Oriented
Priorities	First Among Equals	Users and Services
Of services and cost		
Decisions	Long Term	Long Term
Emphasis	Prevention	Prevention like anticipation in demand
Errors	System	System/Techniques
Responsibility	Everyone	Library Personnel's
Problem Solving	Teams	Professional's Teams
Procurement	Life Cycle Costs	User Centric
	Partnership	
Manager Role	Delegate Coach	Delegate Assistance

**Table 1.1 Relationships between TQM and Library Sciences**

There is a close link between TQM and library science as observed by Khera and Sharma and, by applying TQM in libraries, changes can be obtained which will be long term, anticipatory and user oriented.

### **Basic Approaches of TQM for Libraries**

TQM requires the following approaches to be implemented in library services:

- A committed and involved management to provide long

- term top-to-bottom organizational support.
- An unwavering focus on the customer both internally and externally.
  - Effective involvement and utilization of the entire work force.
  - Continuous improvement of the business and production process. (Besterfeild et al. 2004, Khera & Sharma 2012)

These concepts outline an excellent way to run an organization. Key aspects of TQM approaches taken for library in this study are:

- A committed and involved management to provide long term top-to-bottom organizational support.
- Effective involvement and utilization of the entire work force.

### **A committed and involved management to provide long term top-to-bottom organizational support**

Committed management is ranked as the most important ingredients for the TQM implementation. Bayraktar et al. (2008) emphasized that top management should be aware of the needs of TQM: understand the importance of employee involvement and concentrate on long term stable performance measures while actively showing their support to TQM practices through their actions. To achieve significant results, senior management has to visibly and actively engage themselves in the quality effort and initiative (Baldrige 2006; ISO 9000, 2006). Previous research has also confirmed a positive correlation between leadership and other quality management factors (Meyer and Collier 2001).

### **Effective utilization of the entire work force**

According to Cotton (1993, 3): “Employee involvement is a participative process to use the entire capacity of workers,

designed to encourage employee commitment to organizational success". Thus, a well-implemented employee involvement program may help organizations achieve a flatter structure, eliminate substantial amounts of staff and support work, and improve productivity, quality, and employee attitudes--issues critical for companies to keep a strong position in a highly competitive marketplace (Cotton 1993; Lawler 1994). Teamwork is a term used in daily organizational life today.

### **TQM and quality pursuits of higher education commission in Pakistan**

Quality in higher education is a multidimensional concept, which includes all the related functions and activities that form part of the academic life in a university system. Therefore, any framework for the assessment of quality should take into account the quality of students, teachers, infrastructure, student support services, curricula, assessment and learning resources (Hameedullah et al. 2012). Realizing the issues of quality, the Higher Education Commission of Pakistan Quality Enhancement Cells (QECs) were established in the public sector universities for improvement of their academic, teaching and learning standards (HEC 2010). The aim these QEC's were to maintain

quality in education as a means through which an institution can guarantee with confidence and certainty, that the standards of its educational provision are being maintained and enhanced (Khan: Quality Assurance System of HEC Pakistan).

### **Rationale of the Study**

Through collaborative efforts with university, libraries respond to the new trends in higher education and also help in innovative quality additions in curricula. Since the importance of higher education for the state has become a crucial asset,

libraries can play a crucial role in the major advancement of quality of higher education and also in the enhancement of its capacity in Pakistan. Higher Education Commission of Pakistan though established QEC and even set standards of quality for public and private institutions, but quality indicator for libraries were not established. Keeping in view the gap in the existing conditions, the present study was designed.

## **Objectives of the Study**

The objectives of the study are to:

1. To develop a conceptual understanding of the basic principles and methods associated with TQM.
2. To develop an understanding of how these principles and methods have been put into effect in libraries in public sector universities.
3. To examine the application of TQM approaches in the academic libraries through quality indicators.

## **Research Methodology**

The study was descriptive in nature. Research population comprised of Librarians of central and departmental libraries of public sector universities offering research, faculty members of public sector universities and researchers currently enrolled in different programs of universities. 20 librarians, 44 faculty members and 44 research scholars were the total sample of study. Out of four TQM approaches mentioned by Sherma and Khera (2012), only two approaches were selected for this study:

- A committed and involved management to provide long term top-to-bottom organizational support.
- Effective involvement and utilization of the entire work force.

In the context of the social-economical and political conditions in Pakistan, the identification of indicators is done. Based upon

literature review of Standards for libraries by Association of College and Research Libraries (ACRL), 2011& HEC Affiliation criteria for degree awarding institutions, the framework of performance indicators having two approaches is developed for the study. These two approaches were measured with the help of a check list and a questionnaire designed as instrument of data collection. Keeping in view the TQM approaches selected for this study, the following indicators were established:

S#.	TQM Approaches	Performance Indicators
1	<b>Committed and involved management to provide top to bottom organizational support</b>	1.1 Mission statement 1.2 Resource management 1.3 Independence of decision 1.4 Estimating & planning future needs 1.5 Acquisition of books 1.6 Staffing of library personnel (Human, Financial, Physical & Mechanical) 1.7 Identification of training needs of library personnel
2	<b>Involvement and effective utilization of entire workforce</b>	2.1 Quantity of Personals 2.2 Qualified personnel force 2.3 Commitment of personnel 2.4 Cooperation 2.5 professionally competent work force 2.6 Responsibility and role acquisition

**Table: 1.2 TQM Performance indicators for Libraries**

Source: Standards for libraries by Association of College and Research Libraries (ACRL), 2011& HEC Affiliation criteria for degree awarding institutions.

## Findings

### **A committed and involved management to provide long term top-to-bottom organizational support**

Statements	Frequency	
	Yes	No
Distinct areas of the library are designated for various services and functions.	08	12
The amount of shelving is sufficient to store and display most	09	11

materials without overcrowding.		
Library maintains a digital catalogue of all the print and non-print materials.	7	13
Library subscribes to at least 5 periodicals/Journals per week.	4	16
Library provides access to all leading newspapers.(at least 10)	08	12
Library has appropriate number of photocopiers.	11	9
Library keeps printer facility.	5	15
Scanner is provided for users.	5	15
Regular repair and maintenance is provided to these machines.	6	14
Stationery is provided regularly to the library.	6	14
Demands of library are acknowledged in time.	9	11
Library does not suffer because of the budgetary constraints.	4	16
Library management maintains total quality implementation in services offered to students.	12	8
<b>Total</b>	<b>36.15%</b>	<b>63.84%</b>

**Table 1.3 Responses of Checklist from librarians**

Statement	Disagreement	Agreement	Mean
Information about library programs, services, rules and hours is made available through signs.	62	26	
Library functional area is always in neat and clean condition.	14	74	
Students are informed about fresh arrival of books through notice board/ pamphlets.	74	14	
Library maintains a digital catalogue of all the print and non-print materials.	70	18	
Library subscribes to at least 5 periodicals/Journals per week.	61	27	
Library provides access to all leading newspapers.	42	46	
Library has appropriate number of photocopiers.	52	36	
Library maintains total quality management in services offered to students.	62	26	2.0
<b>Total</b>	<b>62.07%</b>	<b>37.92%</b>	

**Table 1.4 Responses of questionnaire from users**

Research data of check list for the component that there is existence of committed and involved management in academic libraries indicated that 63.84% librarians disagreed with the existence of committed and involved management to provide top to bottom organizational support in academic libraries, while 36.15% agreed with its presence.

Research data of Questionnaire for the component that there is existence of committed and involved management in academic libraries indicated that mean score obtained is 2.0 which fall in the range of disagreement so it was found that users disagreed with the existence of committed and involved management to provide top to bottom organizational support in academic libraries.

## **Effective Utilization of Entire Workforce**

<b>Statement</b>	<b>Yes</b>	<b>No</b>
Library has sufficient human resource to meet user requirements.	13	7
Library has well-trained Para professional staff. (Classifier, Cataloguer)	5	15
Library has well-trained nonprofessional staff. (Attendants)	07	13
Library staff is computer literate and make appropriate use of reference service.	04	16
Library software is provided to library to keep record updated.	4	16
Scheme of classification is provided to the classifier.	4	16
In service training is being provided to the staff regularly.	0	20
Head of library can take decision independently on library maintenance.	7	13
Library staff seeks permission of librarian for any activity.	14	7
New library materials and all older records are updated regularly by library staff.	13	7
<b>Total</b>	<b>35.32%</b>	<b>64.67%</b>

**Table 1.5 Responses of Checklist from librarians**

<b>Statement</b>	<b>Disagreement</b>	<b>Agreement</b>	<b>Mean</b>
Library has sufficient human resource to fulfill the needs.	68	20	2.1
Library staff is polite and courteous.	19	69	
Librarian and library staff help you in finding the books and reading materials you need.	62	26	
Library staff is well trained.	52	36	
Library staff remains totally involved in the library update.	48	40	
Human resource of library is effectively utilized.	50	38	

Library services are satisfactory.	67	21	
<b>Total</b>	<b>59.41%</b>	<b>40.58%</b>	

**Table 1.6 Responses of questionnaire from users**

Research data of check list for the component that there is involvement and utilization of entire work force in academic libraries indicated that 64.67% librarians disagreed with effective involvement and utilization of entire work force in academic libraries, while 35.32% agreed with this.

Research data of questionnaire for the component that whether there is involvement and utilization of entire work force in academic libraries indicated that mean score obtained is 2.1 which fall in the range of disagreement. It was found that users denied to some extent the involvement and utilization of entire work force in academic libraries.

## **Discussion**

According to the analysis of component of check list and questionnaire the main observation from the role of management in academic libraries is a lack of commitment in the implementation of total quality system. That observation emerged from the way the users and librarians responded. The responses from questionnaire showed that there are fewer tendencies towards involvement of management in organizational support of academic libraries. Strong disagreement from librarians and users suggests that their requirements are not met. Hence academic libraries have less existence of involved management to provide top to bottom organizational support.

The analysis of check list and questionnaire for the effective involvement and utilization of human resource in academic libraries is that there is a lack of professional human resource in the implementation of total quality system. That observation emerged from the way the users and librarians responded. Strong disagreement from librarians while slight

disagreement from users about role of human resource suggests that their requirements are not met up to the extent but and there is a big room for improvement to bring total quality management.

## **Recommendations**

On the basis of the literature and the empirical study in the process of “Total Quality Management Approaches In libraries For Quality Enhancement of Higher Education-An Emerging Trend” the researcher suggests the following recommendations:

- Management may be given freedom of decision in favor of organization for better utilization of provided funds. This may pave the way towards TQM culture in libraries for improvement of quality of higher education.
- Libraries may be provided with required human resource like classifiers, cataloguers and above all well qualified librarians.
- Proficient and well trained management is an instrument of implementation of desired environment to obtain desired results. In Pakistan there is no management training for librarians, and other Para professionals to help them in smooth functioning of library. Classifiers and cataloguers join their duties raw handed and they are unable to properly handle their jobs. It is therefore recommended that at least on job-training for librarians and other staff may be made compulsory to keep them updated.
- Quality assurance cells may devise strategy and plans with in academic libraries that these remain fully equipped with latest books, research journals and periodicals, human and mechanical resources to quench the students' academic thirst.
- There may be a quality check and balance system especially for libraries as per international rules to make

public sector academic libraries a place where Total quality is managed in all aspects.

## **Conclusion**

Undoubtedly, the goals of the library are to promote literacy, provide quality services, materials, and opportunities for students to become a constructive part of the educational system and to give support to government educational policies and programmes. Here it is worthy to mention that TQM is not a "quick fix." It needs to be implemented gradually over a two-to three-year period. Quality management approaches and techniques can help libraries, but do not always guarantee the outcome. From the review of studies already conducted by Begum (Nisa 2003) "TQM in Academic Libraries", Dongre (Sudesh 2012) "Total Quality Management In Library", Jayamalini (1999) "An Overview of TQM in Libraries", Saroja (G) & Sujatha (G) " Application of Total Quality Management to Library and Information Services in Indian Open Universities", Sharma (N.S) and Khera (D) 2012 " TQM - An overview of TQM in libraries and the existing conditions of quality improvement actions in libraries" and M. Senthilvelan, Dr. R. Balasubramani (2013) "Application of Total Quality Management in University Libraries with Respect to the Library Services" it is observed that libraries are ideal places to implement TQM.

By formulating a strategic plan, and following it with a commitment, library managers can transform and improve their organizations. Libraries wanting to continuously improve their service quality and completely satisfy customers must create a customer oriented culture in their organization. First, a framework of total quality management must be established for the library by promoting a quality culture before applying any particular technique. Importantly, managers must identify and suggest appropriate methods by analyzing issues such as organizational culture, competence, skills, missions, and

accessibility of resources and information. Above all, what is required is the support and commitment of senior management to make the application of these approaches and techniques meaningful and useful through effective utilization of existing resources.

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