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TQM IN THE UNIVERSITY LIBRARIES OF DELHI UNIVERSITY, JAWAHARLAL NEHRU UNIVERSITY AND JAMIA MILLIA ISLAMIA: A STUDY

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INTRODUCTION

The Random House Dictionary defines 'Quality' of a person or a thing as a characteristic, innate or acquired, which, in particular, determines the nature and behaviour of the person or thing. The synonyms of 'Quality' are trait, character, feature, attribute, property, etc. In general usage, most people have too on arrow a perspective of the meaning of the word 'Quality'. They either associate poor 'Quality' with defects in products, such as scratches, cracks, missing parts, and so forth or of persons in their general conduct or behaviour quality with the opposite of the above attributes with reference to a product or a person. When the word 'quality', is used in modern management, it means everything that an organization does, in the eyes of its customers. Activities that will encourage customers to regard an organization as one of the best, if not the best, are those activities that are highly satisfactory to the customers.

In other words, 'Quality' is a measure of the achievement of an organization in terms of customer satisfaction. For example, an organization does not give satisfaction to customers, if the staffs are unfriendly or unhelpful when dealing with customers. This act would be regarded as 'poor quality service' and would also bring discredit to the organization, despite its good and defect - free products.

TQM IN LIBRARIES

In the 1950's, the Japanese asked W. Edwards Deming, an American statistician and management theorist, to help them improve their war torn economy. By implementing Deming's principles of total quality management (TQM), Japan experienced dramatic economic growth. In the 1980s, when the United States began to see a reduction in its own world market share in relation to Japan, American business rediscovered Deming, Quality management experts, Joseph Juran and Philip Crosby, also contributed to the development of TQM theories, model, and tools TQM is now practiced in business as well as in government, the military, education, and non-profit organizations including libraries (Jurow & Barnard, 1993).

TQM is a system of continuous improvement employing participative management and centered on the needs of customers" (Jurow & Barnard, 1993). Key components of TQM are employee involvement and training, problem solving teams, statistical methods, long-term goals and thinking, and recognition that the system, not people, produces inefficiencies. Libraries can benefit from TQM in

three ways: breaking down interdepartmental barriers, redefining the beneficiaries of library services as internal customers (staff) and external customers (patrons); and reaching a state of continuous improvement (Jurow & Barnard, 1993).

OBJECTIVES OF THE STUDY

In view of the objectives of higher education the university library are expected to play at least three roles.

- Practical role of information management i.e. acquisition, organization and dissemination of knowledge.
- Cultural role of preserving human knowledge and
- Social in intellectual role in bringing people and ideas together.

Although library and information professionals have recognized long back the need for organizing the library with customer orientation in five laws of library science the route to have the customer focus could not be found out. It emerges from a work place culture built on trust, teamwork and other important factors of quality of working life. The provider focused polices in fact have enhanced the gap between acquisition and utilization of resources. Moreover, new values, needs, expectations, consciousness and attitudes of the employees are a large step forward from traditional, hierarchical and bureaucratic job structure and design of the university libraries. The university library staff has so far not developed any mechanism to identify the latent, potent and dormant needs of library users.

METHODOLOGY OF THE RESEARCH

The problem under investigation is a complex and has comprehensive nature. However, the owing to many limitations. The study will also base on the review of literature i.e. primary and secondary sources both, interview, interaction and observation method will also be applied a combined questionnaire was designed to evaluate TQM and cultural dimensions and quality in services of the university libraries of Delhi University, Jawaharlal Nehru University and Jamia Millia Islamia detailed information in addition to questionnaire method has been used to measure the Total quality Management and Cultural Dimension and quality in services of the university libraries of DU, JNU & JMI.

The questionnaire is meant for collecting quantitative statistics of the libraries and aimed at measuring TQM and, cultural dimensions among university librarians. This was

designed for Deputy and Assistant Librarians for crosschecking the Librarians and for measuring the existing level of TQM and culture and to measure the outcome, performance of the quality in university libraries against seven dimensions namely, accessibility, reliability, responsiveness, assurance, communication, empathy, and tangibles.

ANALYSIS AND INTERPRETATION

The sample data has been taken for the purpose of analysis followed by interpretation regarding the implementation of the techniques of TQM and cultural dimensions with a view to quality in services in the university libraries of Delhi

Table - 1: Sample

Category	DUL	JNUL	JMI
Librarian	1	1*	1
Deputy Librarian	6	2	2
Assistant Librarian	11	9	8
Users / Teachers			
● Professor	28	8	9
● Reader	46	18	10
● Lecturer	64	20	16
● Research Scholars	60	50	32
● M. Phil and P.G. Students	200	160	118
Total Users	416	267	196

*Officiating

Table - 1 contains the quantitative statistics of three university libraries i.e. DU, JNU and JMI has been taken as a sample study for measuring the application of the total quality management cited in the table.

Table - 2: Budget of University and University Libraries 2006 - 07

Category	DUL	JNUL	JMIL
Budget of University	99,19,59,000	44,47,60,000	40,62,25,000
Budget of University Library	2,02,50,400	1,70,60,000	1,88,50,000

Table - 2 presents the budget of the three universities i.e. DU, JNU and JMI selected for study and their budget of the library. The data is not reliable since it has collected from the sources and Literatures. However, the budget allocation varies in universities and libraries. The data is given on the basis of establishment and to carry out the process of analysis and interpretation of data for meeting the dissertation requirements as necessitated.

Table - 3: Allocation of Library Budget and % of the Total Library Budget.

Staff	Salary	Books	Journals	Contingency
DUL	1,20,00,000	13,00,000	60,50,000	9,00,400
%	59.42	6.42	29.88	4.44
JNUL	1,09,27,000	2,92,000	45,00,000	13,41,000
%	64.05	1.71	26.38	7.86
JMI	1,14,63,000	13,50,000	47,70,000	12,67,000
%	60.81	7.16	25.31	6.72

Table -3 shows that librarians of DUL, JNUL and JMI are very effective in managing the high percentage i.e. 6.42% and 7.16% of the total university budget for the university library. The major portion of the library budget i.e. 64.05% JNUL and 60.81% of JMI and 59.26% of DUL is spent on staff salary, which is normally against the total quality management. The data has been shown to give a variation in the table so that the analysis and interpretation of data could be carried out. However, the major portion of the budget is spent on the staff salary and thus, the method is against the spirit of quality in services and total quality management.

Table - 4: Use and Growth of university libraries

Category	DUL	JNUL	JMI
Users	3755	3213	4730
Working hours in a year	3744	3573	4077
Books issued in a year	27130	29379	72000
Books consulted in a year	128000	137500	16200
Total visitors of the library	108000	98000	170600
Active collection	61569	54560	65476
Total collection	342609	390476	347811
Current Journals	539	767	499

Table - 4 is shown the growth and use of the library. The data is taken as sample study. It gives the growth and use of the services and resources in the library. The data is ample clear that the use and growth has been increased and thereby working hours, issuance of books, consultation, visitors, etc. in accordance with the collection development of the libraries.

Table - 5: Documents added in 2007-08

Category	DUL	JNUL	JMI
Purchase	4289	3,718	14,073
Gratis	1108	1000	798
Back volumes	2433	1000	500
Theses	1000	69	200

Table - 5 contains the data regarding the document added during the year and also reflects the provision of the budget on books and journals in cited in table - 3. The data is given to fulfill the requirements. Though the data is not based on factual addition in the library. However, the data varies in all three-university libraries. Hence, it provides to make comparative study. Hence, it provides to make comparative study of the documents added in these libraries.

Table - 6: Unit cost of each book acquired by purchase

Processing cost per book	DUL	JNUL	JMIL
Salary of acquisition and Technical staff per book.	303.11	701.48	198.68
Stationary cost per book	4.40	5.00	4.92
Over head cost per book e.g. Rental value, Electricity, telephone, AC, Water, Furniture, Maintenance etc.	4.70	26.19	4.74
Total Processing cost per book	312.21	732.67	208.32

Table - 6 shows the unit cost per book acquired through purchase in all three-university libraries. The unit cost has

been worked out on the basis of the staff put in the Acquisition and Technical sections and their salaries. The stationeries are also required for preparation of books and it's cost including physical facilities and other like AC, coolers, furniture's, maintenance, etc. All these have been taken into consideration for working out the unit cost per book purchased by each university library. It has been found that the unit cost is varied and other items required for making the books for loan purpose.

Table – 7: Unit cost

Processing cost per book	DUL	JNUL	JMIL
Average total cost of a book acquired by purchase (Unit cost + Processing Cost)	615.62	1139.35	446.07
Staff Salary cost per user	253.99	2909.99	3567.69
Staff salary cost per added book	1538.65	6360.30	1394.35
Staff Salary cost per book in the library	34.50	35.30	33.45
Total library expenditure per user	4281.26	4543.27	5866.79

Table – 7 indicates that the unit cost is varied in all three university libraries taking into consideration i.e. average total cost of a book through purchase includes staff salary cost per book etc. and found that the total library expenditure on user i.e. varied which needs to be streamlined in view of quality in services.

Table – 8: Rating of TQM, culture and quality of service

Quality of Service	DUL	JNUL	JMI
Customer focus (need assessment, orientation, commitment, empowerment of the staff, suggestions and complaints)	34	32	44
Process improvement	5.00	3.6	4.333
Staff management: H.R.D., involvement, delegation, importance to efficiency, equality, relationship, communication	3.857	2.143	4.857
Policy and strategy	3.444	2.111	4.888
Leadership styles	4.333	4.333	4.444
Utilization of resources	3.333	3.166	3.833
Total	23.367	18.553	26.755
Average value of TQM, culture and quality of services	3.092	3.894	4.445

Table - 8 shows that the rating of total quality management and quality in service in all three university libraries. The librarian of DUL has rated the highest level i.e. 4.445 of TQM whereas librarian of JNUL had rated his at the lowest level of TQM i.e. 3,092 points. The table has focused on customer service, staff management, policy and strategy, leadership style and utilization of resources. Taking into account, the data gives the average value of TQM culture and quality in services of libraries.

Table 9 depicts the TQM and cultural dimensions in the libraries and that the Deputy and Assistant Librarians of Delhi University Library have rated the highest i.e. 3,759 level of TQM, whereas Jawahar Lal Nehru University Library the lowest i.e. 2.572 level of TQM. The table has been discussed on the basis of the points taken for measurement of the application of the total quality management and cultural dimensions in the services. Thus it gives the average value of the TQM and cultural dimensions.

Table – 9: TQM and cultural dimensions

SN	Cultural Dimension	DUL	JNUL	JMI
1	Quality philosophy (Accuracy and reliability promptness, tangibles, access).	4.225	3.43	4.42
2	Quality Planning	4.00	3.0	4.3
3	Leadership (Recruitment, equality, job assignment and satisfaction,	2.416	2.331	4.075
4	Quality supervision	4.5	4.0	4.4
5	Continuous improvement	3.42	1.46	3.5
6	Use of statistics and staff manual	3.441	2.558	3.75
7	Quality processes	3.21	2.06	3.8
8	Adequacy of resources and equipment	4.1	3.51	3.6
9	HRD education, career development, conference and refresher course attended.	2.228	2.166	2.05
10	Employee suggestions and problems	1.50	1.21	3.7
Total		33.04	25.725	37.595
Average value of TQM and cultural dimension		3.759	3.304	2.572

Table – 10: Existing level of cultural dimension in University Libraries

S N	Cultural Dimension	DUL	JNUL	JMI
1	Communication (Horizontal and vertical)	3.42	2.7	3.7
2	Empowerment of the staff	3.08	2.58	4.1
3	Conflict resolution by the librarian	1.25	1.67	4.0
4	Faith in Library management to solve problems of staff & library	2.17	3.0	4.1
5	Innovation new techniques of servicing users	3.42	1.46	3.5
6	Job challenge	2.88	2.83	3.75
7	Commitment	1.41	3.54	3.3
8	Reward and recognition	1.41	2.33	3.3
9	Clarity of role	4.5	4.35	3.83
10	Social cohesion	2.206	2.08	2.5
11	Mutual trust & confidence	3.58	3.00	4.1
12	Work culture	3.52	2.81	3.36
Total		3.77	31.84	45.01
Average value cultural dimensions		2.98	2.65	3.75

Table - 10 shows that Delhi University Library has got the highest i.e. 3.75 level of cultural dimensions whereas Jawaharlal Nehru University Library the lowest i.e. 2.653 level of cultural dimensions based on the sample view of the

Deputy and Assistant Librarians stated during interaction, and scating in the questionnaire. Quality in university libraries of DU, JNU and JMI is measured against seven service quality dimensions such as Accessibility, Reliability, Responsiveness, assurance, Communication, Empathy and Tangibles, which needs attention to be given if we apply the techniques of TQM and cultural dimension for implementing in the university libraries.

The Table - 11 indicates that the average score of Delhi University Library, is highest i.e. 3.553 against 7 service quality dimensions as views expressed by the users with regard to quality in service. JMI University Library ranked second with 3.118 score and Jawaharlal Nehru University ranked at third position with the score 2.624 respectively.

Table - 11: Quality in University Libraries from Users' Viewpoint

S.N.	Users' Viewpoint	DUL	JNUL	JMI
1	Accessibility of reading material, building, staff, equipments, hours of working.	3.4	2.948	4.046
2	Reliability in delivery of promised library services dependably and accurately.	3.193	2.977	3.448
3	Responsiveness and promptness in providing library service and information	2.554	2.190	2.630
4	Assurance about staff availability, approach ability, courtesy, politeness, willingness and friendliness plus Assurance about staff knowledge, skills and attitude.	3.649	2.960	4.367
5	Communication	3.101	2.656	3.465
6	Empathy i.e. caring personalized and individualized service to the users.	3.070	2.571	3.549
7	Tangibles i.e. maintenance of the physical facilities, cleanliness, serviceability of equipments and neatness of staff.	2.861	2.071	3.372
Total		21.82 8	18.373	24.87 7
Average value of service quality		3.118	2.624	3.553

FINDINGS

The information collected through questionnaire indicates that the Librarian, Deputy Librarian and, Assistant Librarians of Delhi University Library rated their library at the highest level of TQM, culture and quality dimensions as compared to other University Libraries in Delhi. The results of the users survey indicate that the Jawaharlal Nehru University Library scored points and ranked at first position with regard to quality in products, services and consultation, while Delhi University Library, scored the lowest points.

Librarians of DUL and JNUL are effective in managing 4.98% and 4.23% of the total university budget for the university library. The huge salary expenditure i.e. 64.05% of the library budget of JNUL 60.81% and 59.26% DUL is

against total quality management Delhi University Library is effective enough in controlling its salary expenditure up to 43.16% of its budget during 2006-07. The total number of books added are also highest i.e. 8445 in Delhi University Library. The unit cost per user, staff salary cost per user, staff salary cost per added book in the library and staff salary cost per book in the library is lowest in Delhi University. The librarian also rated library at 3.926 point level of TQM, culture and service quality, which is fully endorsed by library staff and ranked at first position by the users of library. Although Delhi University Library is rated at the highest level of TQM by the librarian and staff but ranked at the second position by the users of the library. This high level of quality management speaks well for this library and in near future this library may be ranked at first position with regard to service quality also. It can be said by quoting an IBM Vice-President saying. "Now where is quality more crucial than in organizations and institutions involved in handling information" (Jurow and Barnard, 1993). We the professional therefore ought to incorporate this view into our visions for the 21st Century and the new millennium.

CONCLUSION

Total Quality Management (TQM) in libraries appears well suited for each other. The system is based on continuous improvement and centered on the needs of customers. Total Quality Management is a process, which focuses on understanding customer needs and improving customer service and satisfaction. "The only job security is to be more talented tomorrow than you are today 'Continuous improvement rests on the simple premise that a structured problem-solving process produces better results than an unstructured one. Instead of just trying to "do better" in an undefined, intuitive way, continuous improvement can enable libraries to set measurable goals based on quantitative performance indicators, and to monitor progress towards those goals.

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