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# A Systematic Literature Review On Total Quality Management In Libraries

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**Abstract:-** TQM is the main prerequisite of the century. As we know that libraries form an indispensable part of an education system.. In the present scenario of information technology, the demands of the users are growing unexpectedly and in order to satisfy these demands, the quality of the services should be improved which can be attained only thorough the implementation of TQM. TQM is an innovative tactic to effective management. It enhances the quality of goods and services of the libraries to satisfy the customers. It is the art of handling the whole to accomplish quality management. The main focus of this research paper is on the different authors' views about the Total Quality Management in the libraries and library professionals' perception and behaviour about the implementation of TQM. Hence this paper throws light upon various issues related to TQM and its application in the domain of the library services.

**Keywords:** Total, Quality Management, Service Quality, Libraries, Literature Review.

## Introduction

Total Quality Management (TQM) is a concept formed by W. Edward Deming. It was firstly adapted in Japan after the World war-11 to support the Japanese in reconstruction of their Economy. Total Quality Management is the evolving topic in these days. Total Quality Management is an innovative tactic to effective management. It is the art of handling the whole to accomplish excellence. It enhances the goods and services of the libraries in order to satisfy the users. Due to the effect of information technology, the requirements of the users are growing unpredictably and in order to gratify them the excellence of the services should be upgraded. This can be achieved only through the execution of Total Quality Management which enable libraries to be more supple and reachable. The conservative approaches of giving services have today been exchanged by ICT.

According to Oakland(1989) "A TQM is an approach to improve competitiveness, efficiency and flexibility for a whole organisation."

ISO defined TQM as “A management approach of an organisation centred on quality, based on participation of all its members and aiming at long term benefits to all members of the organisation and society”.

### **Literature Review**

Literature Review is the comprehensive summary of the previous literature on the topic. It reveals the researcher to be aware of the past and current trends in the particular branch of research. Literature review surveys scholarly articles, books and other sources relevant to the particular area of research. It should give theoretical base for the research and help the researcher to determine the nature of their research. Literature review presents an overall review of the studies conducted abroad as well as in India, in chronological order regarding the research.

**Fontana (2005)** in his study on "Managing Quality in a National Library: The Case of the National Central Library of Florence, Italy", discovered the endeavour and other issues related to the development and application of a Quality Management System (QMS). The QMS procedures and outcomes include managing interconnected processes as whole system. Survey form was used in order to measure the satisfaction of the users and acting on the consequences, i.e., the formation of a Quality Manual, Procedures Map, and a Services Chart. The examination of the evolution of these procedures and results will allow the appraisal of this model for other National libraries.

**Rowley (2005)** conducted a study on "Making sense of the Quality Maze: Perspectives for Public and Academic Libraries", to check the quality, performance management and effect evaluation rules that presently influence public and academic libraries in the UK, and to examine the threats for managers in searching their track through this quality web and also draw attention of the collective effect of such initiatives with their different ideas of quality on public sector organisations and their quality management methods.

**Hong Wang (2006)** in his study on “From ‘User’ to ‘Customer’ Total Quality Management (TQM) in academic libraries” provides a thoughtful overview of Total Quality Management in context of library service. The study reveals that experimental implementation as well as theoretical principles make evident that the introduction of Total Quality Management in libraries involves a cultural transformation in organisational operations and a conceptual change in library professionals. Without a long-term thinking and commitment it is not applicable. Teamwork and strong leadership is required for successful implementation of TQM.

**Sherikar and Jange, (2006)** in their study on "Performance Measurement of Quality Services in Academic and Research Libraries in India", revealed that respondents were not fully satisfied with the work culture in their library. But maximum professional staff

was very gratified with the librarian's management quality, making and keeping friendly dealings amongst library professionals. There was a direct communication between a customer and the library staff and satisfying their necessities through the service delivery method is both a threat and an opportunity. A university library implementing total quality management in its activities and services which satisfies the supreme motive of customers gratification and the same may be implemented in library and information centres.

**Wilson and Stephen. J (2006)** conducted a study on "Town Benchmarking and Library Quality Maturity", examined the long-term of a benchmarking exercise on the quality level of three UK academic libraries. The evidence from the investigation showed that the two libraries which were at stage one on the Quality Maturity Management (QMM) before the benchmarking exercise was continued there; and the library which scored at the second last level, level four, before benchmarking, was, four years afterwards, at level five. The tentative decision drawn was that benchmarking may only be suitable for organisations with a prevailing top level of quality maturity.

**Pranjit Kumar Thakuria (2007)** in his study on "Concept of Quality in library services: An overview" attempts to highlight the issues often encountered by the library professionals in an attempt to sophisticate library products and services to improve user satisfaction, in general. A well organised system stumbles upon various challenges, while it also opens door for various opportunities in varied domains such as soaring collection & its subsequent management. Librarians should practice management tools such as TQM, SERVQUAL, LIBQUAL which help them to assess services, to make conclusions, to upgrade services and to attain a improved quality services in the libraries.

**Sahu (2007)** in his study on "Measuring Service Quality in an Academic Library: An Indian Case Study" measure the perception of students and faculty members of Jawahar Lal Nehru University, New Delhi. The main motive of the study was to focus on the library for meeting the quality expectations of the users. It also attempts to find out the disparity of perception of quality of the library service between students and faculty and suggestions on how to enhance the level of quality services in library. A questionnaire consisted of structured questions. All the closed ended questions were constructed to obtain replies on a five point Likert scale to sum up both respondent gratification and perception of service quality. The results show that the JNU library is not deficient in quality of service. To attain total quality in information service the JNU library should provide extensive information curriculum that is based on the requirements and activities of the users.

**G.G. Moghaddam and M. Moballeghi (2008)** conducted their study on "Total Quality Management (TQM) in library & Information Sectors". The main purpose of this

research paper is to present an inspection of Total Quality Management in library and Information sector. The main focus of this research paper is on the employment of Total Quality Management in library and information sector. Time and persistence are the requirements of the implementation of TQM in the libraries, as it is a laborious procedure. In order to be prosperous in an organisation there must be assistance at the very top and obligations at all stages. The foremost complications of executing TQM in the libraries are peoples attitude and resistance to change and the other barricades are the complications of finding the money and time for training while sustaining existing services in the library etc. In this research paper barricades to employment of Total Quality Management in libraries have been hidden..

**Ramadas (2009)** conducted a study on “Quality Assessment of Higher educational library services” and explains the concepts, methods and implementation criterion of NAAC and LIBQUAL in ameliorating the standard of LIS in higher academic institutions. He expressed that the Quality augmentation in higher education is intentional process of chance, which leads to reformation.

**Kulkarni (2010)** in his study on “Survey of State Administrative Training Institutes (SATI) libraries in India with special reference to Library Service Quality expectations” focussed on the fundamental aims of measuring the service quality of the library, that is, to enhance services and satisfy library users. As we know that Libraries are the service organizations, thus the quality of distribution of information is very significant aspect amongst all library processes. The management of quality rely on the customers gratification. Thus, it is important to diagnose the hopes of library users. The hopes of the users assist as a parameter for the librarians to organise library progress, scheduling of library services, and upgradation of present collection. Atmosphere, Services, Resources, Staff and Direction are the fundamental concerns of the library which require to be taken attention by the assistance of Total Quality Management (TQM) employment.

**Pradeep Dixit (2010)** in his study on “Total Quality Management in Libraries: An Overview” the researcher explains that in the todays highly competitive world all types of institutions are becoming client-oriented institutions. By providing right information to right user at right time, the quality of the services should be improved. It involves an approach grounded on user gratification and user necessity and by implementing TQM this can be achieved. The present library situation’s actuality shows that quality enhancement is significant not only for survival but for fronting main changes and progress important for the libraries of these days and future. **Arabagonda (2011)**<sup>12</sup>conducted a study on “Implementation of TQM in Academic Libraries” and noticed that the main institutions to get confluent in management exercises in order to fulfil the needs of the users of the libraries. He observed that the fundamental principle of any organisation is a total quality and their growth was primally due to the

acceptance of numerous quality processes. In order to intensify the contentment of their customers and their interest in quality and quality assurance.

**Sivankalai and Yadav (2012)** conducted a study on “Total Quality Management (TQM) in Academic Libraries: A study” with a viewpoint of inspecting the experience of library professionals they assessed and inspected the quality of Total Quality Management in academic libraries. It also focuses on the problems confronted by the professionals and then proposed some measures for enhancement. Periodic training should be given to the librarians’ in pursuance of the institutions of national-significance. In order to upgrade the Service quality & skills of the professionals, they are advised to attend various types of Seminars, Conferences, Programmes and workshops for the wellbeing of the Users.

**Sunil Bhatt (2012)** conducted a study on “Total quality management: An effective approach for library system” and reveals the numerous aspects of Total Quality Management and liken the significance of it in the field of library and information. These days in order to assist the expectations of the users,’ all types of institutions are becoming client- oriented. It needs an approach founded on the customer gratification and necessity. This can be achieved by executing TQM. These days the field of library and information has become completely users oriented. Thus, implementation of all the means of total quality management plays important role in libraries to satisfy the users' requirements in suitable way.

**Vikram U. Dahifale (2012)** in his study on “Total Quality Management (TQM) in College Libraries: An overview”. He perceived that the study of concepts and procedures in the library is very important. In the present scenario of information technology, the requirements of the users are increasing unpredictably and in order to please them the quality of the services should be enhanced. This can be achieved through execution of Total Quality Management which authorize libraries to be more supple and reachable. The electronic assets accessible in a library plays a vital role in enabling access to required information. CD- ROM, data bases, online journals, online books, OPACs and the internet are gradually swapping the significance and practice of print media. It is needed that one should be acquainted with the usage and misuse of electronic assets for their faster and effective practice for development of academic quality and research.

**Balakrishnan Sivakumar and J. Dominic (2013)** conducted a study on “Application of Total Quality Management (TQM) in Academic Libraries”. This research paper describes the significance of Total Quality Management in Academic libraries. In the present scenario of highly competitive world, the main motive of every organisation is to satisfy their clients by giving them efficient and effective services by executing Total Quality Management. Libraries were competent to generate a culture of constant development and quality goods and services. Total Quality Management plays very important role in the upgradation of library products and services in order to gratify their customers. It is

the most powerful tool which provides the best quality goods and services to the customers. Transcendence in performance and all the efforts in the quality enhancement shall be fruitfully attained with the support of highly experienced library professionals and other human resources related with the course. TQM in Indian libraries are in the budding stage and still look forward to develop in the years to come.

**Kirti Singh (2013)** in her study on “Total Quality Management (TQM) to library and information services in Indian Open Universities” reveals that in the today’s highly competitive world, in order to provide best quality of goods and services all types of institutions are becoming customer oriented. In this study the researcher has described the aims of libraries, Quality Control, Quality Assurance System in Distance Education, Quality Components of library services, Total Quality Management in LIS sector, Total Quality Management in Distance Education libraries, Plans, Resources, Procedures etc. Some suggestions have also been given by her for healthier services in Distance Education like there is a prerequisite to grow standards for assessing the quality of services, to develop approaches for development of Quality services with specific reference to Distance Education libraries and an in- service training programs for the staff in order to keep them up-to-date.

**Sribatsa Pradhan (2014)** conducted a study entitled “Total Quality Management in Service Sector: Case Study of Academic Libraries”. The main focus of this paper is to study how academic libraries can be enabled to offer quality services to their clientele with inadequate resources by implementing Quality Management appliances like TQM and to assess the significance of Total Quality Management in Academic libraries. TQM comes across as one of the most efficient management tools which combines both internal and external clients and offer quality goods and services with insufficient assets. This aspect lifts comprehensive usage of quality management tools, inclusive of charge of quality, course honesty, and numerous measurement procedures for the survival of an institution. Rapidly rising organization expects the transformation and upgrade its quality goods and services uninterruptedly. In order to gratify all types of needs of the users’, libraries upgrade their quality standards of goods and services.

**Mamta Rani and Dr. R. K. Choudhary (2015)** conducted a study on “Total Quality Management in Women’s University Libraries in India: A Comparative Study”. This research is a comparative study within central libraries of deemed university for women in India which are Banasthali University, Rajasthan and Avinashilingam University, Tamil Nadu. The results shows that the conveniences and amenities given by deemed Universities completely for women in India are in good state. Both of the university libraries have a good framework with a great and suitable building, which support nearly all services to their clients. Library- staff are gratified with their profession and get chances to nurture the profession. The library staff deliver fabulous services to gratify the requirements of the users. There is not much difference amid these libraries except the TQM execution. The TQM has been executed partially in Banasthali University Libraries but Avinashilingam University has not executed TQM. But that does not affect

library services actually because both of the libraries gratify the chief aspects of TQM in the administration of facilities.

**M. Santhoshkumar and N. Murugesapandiyan(2016)** in their study on “Impact of Total Quality Management on Academic Libraries” discusses about the impact of Total Quality Management in academic Libraries. In service organisations Total Quality Management is accepted unanimously as an important part of the management philosophy. TQM is quality based management approach .The execution of Total Quality Management makes products and services of the Library more efficient in order to gratify the hopes of the users of the library . Total Quality Management encompasses complete involvement of an organisation and targeting at long term achievement. about the impact of Total Quality Management in academic Libraries.

**Chitra Sharma (2017)** conducted a study on “Momentous of Total Quality Management (TQM) Principles in Libraries: An Overview” and observed that due to the effect of Information Technology, the requirements of the users are rising unpredictably and in order to gratify them the value of the services should be enhanced. This can be achieved through application of Total Quality Management which authorize libraries to be more flexible and procurable. TQM plays very important role in Quality Management in the libraries. It helps in the growth of the proficiency of the library staff which delivers effective and efficient services to the users. The main purpose of this paper is to display numerous sides of TQM principles in the framework of library services to run the libraries in a healthy atmosphere.

**Mange Ram (2018)** in his study “Application of Total Quality Management (TQM) in University libraries” analyse the total quality management in university libraries. After analyses the data of the concerned libraries, it is explained that total quality management is not upto the mark and none of the libraries is ISO certified. Some recommendations and suggestions have also given by the researcher like complete involvement of the library staff for providing effective and efficient service to the library users, time to time librarians should conduct customer survey for their estimation of library services offered and place suggestion boxes service in the libraries for valuable information on the interfaces between user and library etc.

**Mani Bhushan Roy and Dr. Naresh Kumar (2017)** in their study entitled “Total Quality Management (TQM)& its application in Library Services” explained the various aspects of Total Quality management like meaning, definition: preparation to achieve quality, how quality improves, customer satisfaction, implementation, experience of libraries adopting this method are also reviewed. Total Quality Management is an approach for continuously improving the quality of library facilities & services. Its emphases are on effective and efficient services with quality management in order to satisfy the users. Quality is a need of the hour and good quality means customer satisfaction. They analysed that Total Quality Management demands time and persistence. To succeed in an organization there must be support at the very top and commitments at all levels and without a long term thinking and commitments, it is not applicable. Total Quality

Management implementation requires patience and tolerance as it is time consuming process. The process of implementing Total Quality Management involves a conceptual change in library professionals and a cultural transformation in organizational operations. For successful implementation of Total Quality Management in libraries teamwork is required under strong leadership.

**Rajneesh Kumar (2018)** conducted a study on “Total Quality Management (TQM) in libraries: An overview”. The main purpose of this study is to inspect and assess TQM in libraries with a view of inspecting the understanding of library professionals. The main focus of this paper is on how to execute Total Quality Management in libraries in order to lift up the quality of library amenities through the use of different components of Total Quality Management. He examined that the implementation of Total Quality Management requires time and persistence libraries

**Sumaira Jabeen and Dr. Shabir Ahmed Ganaie (2019)** In the present scenario of information technology, the requirements of the users are increasing unpredictably and in order to please them the quality of the services should be enhanced. This can be achieved only through the execution of Total Quality Management which empowers libraries to be more supple and reachable. They conducted a study on, “Total Quality Management in Academic Perspective: An Overview”. This research gives an overview of Total Quality Management in the field of library and information . In the today’s extremely competitive world Quality has become one of the main components. The focus of this paper is on the possible ways of constant progresses and challenges experienced by the organisations. Total Quality Management can be advantageous in controlling management deficiencies which causes chaos, misperception, wastage, delay and demolition. Management is important when human endeavours are to be acknowledged collectively to gratify requirements through some creative activity and profession. Education sector should enable its libraries to progress campus wide information management systems. In the today’s competitive of information technology, it is the time for libraries to transpose themselves in the central phase and lead from the front in information management.

**Ebrahim Soltani and Adrian Wilkinson(2020)** conducted a study on “TQM and Performance Appraisal: Complementary or Uncomplimentary” and sum up with the argument of execution for the theory and exercise of TQM and human source recitation management.

**G Mahibha (2021)** conducted a study on “TQM- A Requisite for Modern Library and Information Management” this research paper stressed on the implementation of TQM in libraries and Information Management system and the hurdles on the achievement of TQM applications in the libraries.

## **Conclusion**

In the literature review, several national and international studies related to the enhancement of the library resources through the implementation of Total Quality have



been analysed from different perspectives. The literature survey of previous researches provide valuable information on quality assurance by adaption of helpful policies, programmes and technologies as per users' requirements. Libraries need to be viewed as service organisations catering to the requirements of the customers. This further necessitates capacity building of library professionals through periodic trainings, seminars ,conferences and workshops which bring about qualitative change in work culture.

In the present scenario of information technology the needs of the users are growing at a very fast rate and in order to gratify these needs the quality of the service should be improved, which can only be attained through the execution of Total Quality Management which empowers libraries to be more supple and reachable. Total Quality Management has opened new arenas of quality improvement in the field of library and information science. The implementation of TQM facilitates service delivery in the libraries by enhancing access to library resources, breaking down inter-departmental barriers, better product design, creating database of all library resources. On the whole, proper implementation of the principles of TQM has ushered in better human relations between users and library professionals.

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