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**Dr. P Raja**  
Assistant Professor,  
PG and Research Dept., of  
Commerce GAC (A), Salem-7.

**M Mahalakshmi**  
PhD Research Scholar F/T  
PG and Research Dept., of  
Commerce GAC (A), Salem-7.

## Total quality management practices in accredited and ISO certified management college libraries: A comparative study

**Dr. P Raja, M Mahalakshmi**

### Abstract

This paper aims to analyze and evaluate the difference in practicing of TQM application of NBA, NAAC, ISO and Six Sigma in management and professional college libraries. The author investigates through a survey based on structured questionnaire. The study confirmed that most of past studies have found that TQM has a deep impact on library performance. Several researchers have also looked at the concept of standardization of quality (ISO 9000 certification and accreditation) in relation to the implementation of TQM. This study compared TQM practices in accredited and ISO certified management college libraries. The data were collected in 53 libraries of management colleges using a structured questionnaire. Independent samples 't' test and one way ANOVA were employed to find out difference between ISO and non ISO certified institutions in their TQM, as well as difference between libraries accredited by different agencies. Results revealed that those management libraries with ISO certification had higher TQM practices compared to management libraries without ISO certification. Further management libraries with EQUIS accreditation had least TQM and libraries with NBA accreditation had highest TQM practices. The authors conclude the article by providing suggestions to improve the TQM services in management libraries.

**Keywords:** TQM, ISO 9001:2000, NAAC, NBA, six sigma management colleges.

### Introduction

The libraries have transformed drastically from knowledge storehouses of books and journals to the power house of information since the middle of the 20<sup>th</sup> century. The concept of quality management originated after world war in Japan and later moved into the USA and the UK, initially it was implemented in the manufacturing sector. Since then, the theory of quality management has been growing fast.

Today, all kinds of organizations are becoming customer oriented organizations to survive in this world. So they need to provide quality products and services to their customers. TQM provides the tools and directions to improve quality. One of the good solutions to improve quality is to provide Right information to a right user at right time.

### Quality concept

Quality is concerned with meeting the wants and needs of customers. One of the key and enduring definitions is that "quality is fitness for purpose". According to British standards, quality is defined as "the totality of and characteristics of product or service that bear on its ability to satisfy stated or implied needs" (BSO).

ISO defined TQM as "a management approach of an organization centered on quality, based on participation of all its members and aiming at long term benefits to all members of the organization and society".

A brakeman has defined that "TQM is a management philosophy, embracing all activities through which the need of customer, the community, and objectives of the organization are satisfied in the most effective and potential of all employees in continuing drive for improvement".

Therefore, TQM is the art of managing and a set guiding principle that represent the foundation of a continuously improving organization. It is the application of quantitative methods and human resources to improve all the processes within an organization and exceed customer needs in the future. TQM integrates fundamental management techniques, existing improvement efforts.

**Correspondence**  
**Dr. P Raja**  
Assistant Professor,  
PG and Research Dept., of  
Commerce GAC (A), Salem-7.

**International standards organization** (ISO) head quarter in Geneva is a worldwide federation of national standards bodies, which are responsible for creating standards for each member country. The creation of ISO 9000 standard is to assure that the products and services offered by the member countries are globally recognized and accepted. It is one of the most widely recognized quality management tools for effective quality management and of achieving greater customer satisfaction.

#### National assessment and accreditation council

(NAAC): has been established in India for quality and excellence in higher education including library services. This is a setup of university grant commission (UGC). NAAC has developed a set up of objective indicators for the library, as it is the fulcrum of support for the community of academic and research pursuits.

**National board of accreditation (NBA):** in its present form has come into existence as an autonomous body under the aegis of AICTE( all India council for technical education), with the objectives of assurance of quality and relevance of education, especially in technical disciplines such as engineering, management etc...through the mechanism of accreditation of programmes offered by technical institutions. The broad objective of frameworks for different disciplines is to ensure high quality standards for technical education in the country to meet the national and global requirements.

**Six Sigma:** is a tool for providing efficient service to library users. It will improve the quality of the library. Most of the past studies have found that TQM has a deep impact on library performance. Several researchers have also looked at the concept of standardization of quality in relation to the implementation of TQM. This study tries to compare TQM practices in accredited and ISO certified management college libraries.

#### Review of literature

Pandi and Rao, (2015) [7] have explained about the application of TQM for achieving about the application of TQM for achieving global quality in technical institution. Thus till date there were research papers which give outline of various quality improvement concepts such as ISO 9001:2000 QMS and TQM in technical institutions. In this paper the authors tried to find out through librarian's perception the consequences of practicing.

Kaushik, and Khanduja and Sarada (2014) [9] have explained the role of six sigma in technical institutions for the continual improvement of the student that the ISO 9001:2000 certified engineering institutions are moving towards, the path of TQM offering better quality of service than the non -ISO certified institutions.

Sheikar & jange (2013) [5] conducted survey by distributing 1200 questionnaire to the user community of 10 university libraries in Karnataka. The quality dimension in the light of SERVQUAL, viz. reliability assurance, communication, empathy and security have been applied to university libraries and found to be satisfactory to a little extent based on the scale techniques. The study suggests several areas for future research and for collaboration among library user towards improving the performance of library and information system to meet the high standards service quality in libraries to serve the user with utmost care.

#### Objectives of the study

- To analyze the difference of TQM practices between accredited and ISO certified Management college libraries.
- To suggest the measure to improve the implementation of TQM in accredited and ISO certified management college libraries.

#### Hypotheses

- TQM practices are the same irrespective of the management college libraries whether accredited for ISO certified.
- TQM practices are the same in different management college libraries accredited by different agencies.

#### Methodology

The study covers working librarians in the management college libraries. A structured questionnaire survey was made by distributing the questionnaire to selected 57 management college librarians by simple random sampling. 53 college libraries have responded whether they have gone for accreditation. 20 of the respondents stated that their institutions have got NBA, 20 of the respondents state that their institutions have NAAC, 18 colleges have got ISO certification and 1 government funded institute has got EQUIS.

#### Details of the questionnaire

**Part A:** of questionnaire mainly covered the library facilities and services. Management Information, General information about librarian, Information about college accreditation to NAAC/NBA, ISO Certification, library staff strength, Collection of the library.

**Part B:** of questionnaire was prepared based on 7 components on total quality management practices in their library. 7 components covered are viz. leadership, policy, and strategy, staff management, team work, training and development strategy, resources and processes. The respondents were asked to rank the components on a five point linker scale.

Once data were collected, they were coded and fed to the computer. The data were subjected to independent samples' test and one way ANOVA using SPSS for windows.

**Table 1:** Mean Score on various components of TQM by Respondents working in certified and non -ISO certification and result of independent samples 'T' test

Components of TQM	Certification	Mean	S.D	T value	P value
Leader ship	Yes	51.56	6.87	1.762	0.084
	No	47.40	8.69		
Policy and strategy	Yes	63.11	5.05	2.945	0.005
	No	52.23	10.72		
Staff management	Yes	59.17	7.47	1.919	0.067
	No	53.71	10.77		
Team work	Yes	27.00	2.89	1.503	0.139
	No	25.23	4.54		
Training and development strategy	Yes	24.06	4.54	0.676	0.502
	No	23.03	5.55		
Resources	Yes	22.89	2.11	1.701	0.095
	No	20.94	4.60		
Processes	Yes	17.56	2.36	1.959	0.056
	No	15.77	3.47		
Total TQM	Yes	265.33	24.70	2.164	0.035
	No	241.31	43.50		

Table 1 shows that in total quality management (TQM), a significant difference existed between respondents working in ISO certified and non certified management libraries. The TQM scores of ISO certified institutions were 265.33 as against 241.31 of non ISO certified institutions. The t value of 2.164 was found significant at 0.035 levels. Likewise in the case of the component policy and strategy, t test revealed a significant difference ( $t = 2.945$ ;  $p = 0.005$ ) between ISO and non ISO certified institutions, having higher scores for ISO certified institutions (mean 63.11 and 55.23 respectively). However, in rest of the components leadership staff management, team work, training and development strategy resources and processes, t test revealed no significant differences between ISO certified and non certified management libraries.

**Table 2:** Mean scores on various components of TQM by respondents in different accreditation levels and results of one way ANOVA

Components of TQM	Accredited By	Mean	S.D	F Value	P Value
Leadership	Nil	49.42	3.66	5.514	0.002
	NAAC	49.35	8.76		
	NBA	49.40	7.49		
	EQUIS	19.00			
	Total	48.81	8.29		
Policy and strategy	Nil	58.42	5.74	7.792	0.000
	NAAC	56.60	11.22		
	NBA	60.80	6.01		
	EQUIS	20.00			
	Total	57.91	9.89		
Staff management	Nil	56.58	4.32	4.108	0.011
	NAAC	54.00	12.60		
	NBA	58.00	7.15		
	EQUIS	26.00			
	Total	55.57	10.04		
Team work	Nil	25.42	2.75	4.586	0.007
	NAAC	25.60	4.93		
	NBA	26.95	2.74		
	EQUIS	13.00			
	Total	25.83	4.11		
Training and development strategy	Nil	23.83	5.13	3.780	0.016
	NAAC	22.85	5.68		
	NBA	24.40	3.59		
	EQUIS	8.00			
	Total	23.38	5.21		
Resources	Nil	21.33	2.96	7.292	0.000
	NAAC	21.70	4.43		
	NBA	22.45	2.42		
	EQUIS	6.00			
	Total	21.60	4.02		
Processes	Nil	17.00	1.71	5.519	0.002
	NAAC	16.70	3.72		
	NBA	16.25	2.40		
	EQUIS	5.00			
	Total	16.38	3.22		
Total TQM	Nil	252.00	18.61	7.221	0.000
	NAAC	246.80	46.52		
	NBA	258.25	24.74		
	EQUIS	97.00			
	Total	249.47	39.61		

Table 2 shows that one way ANOVA revealed significant differences between non accredited, NAAC, NBA, EQUIS accredited institutions in TQM scores. F test revealed significant differences both in individual components and in total scores.

## Discussion

Major findings of the present study are Management libraries with ISO certification had higher TQM practices compared to management libraries without ISO certification. Management libraries with EQUIS accreditation had least TQM and libraries with NBA accreditation had highest TQM practices.

## Suggestions

To achieve better TQM practices, librarians should be trained on par with institutions of national importance. They should be sent to attend various types of seminars, conferences and workshops regularly to update their knowledge. College should conduct some library events and programmes.

## Conclusion

The success and sustenance of libraries in future depends upon their capability to be more dynamic and continually to provide their value in academic and research Endeavour. The only alternative left to the management college libraries is to adopt TQM in all integrated library activities and services and thereby contribute to productivity and accomplishments of the customer expectations.

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