

**TOTAL QUALITY IN PERSONNEL MANAGEMENT: A COMPARATIVE
STUDY AMONG CENTRAL UNIVERSITY LIBRARIES OF UTTAR
PRADESH**

ABSTRACT

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ABSTRACT of

**TOTAL QUALITY IN PERSONNEL MANAGEMENT: A
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In the 1980s, many manufacturers across the world redefined their basic business philosophy with customer satisfaction as the central aspect. This was due to the Japanese companies producing high-quality products. Not only were the products of high quality, they were also priced competitively. This posed a threat to all manufacturers around the globe and they began their intense search to identify the 'crystal ball' that made it possible for the Japanese industries to reach the peak of excellence. The magic was finally uncovered and popularized the concept of Total Quality Management that enabled the Japanese industries.

Total quality Management is defined as both a attitude and a set of guiding principles that represent the basis of a continuously improving organization. It is the use of quantitative methods and human resources to improve all processes within an organization and to exceed the needs of the customer now and in the future. In a disciplined approach, TQM integrates basic management techniques, existing enhancement efforts and technical tools.

Total Quality Management (TQM) is a combination of all functions and processes within an organization to ensure that the quality of goods and services is continuously improved. TQM shows how total management of quality can contribute to improving performance and efficiency. A combination of basic management functions, roles and skills accomplishes the management of the library or information center. The managerial task is to coordinate human, information, technical and financial resources to achieve organizational goals and goals. The scientific approach lies in taking decisions, planning and using technology appropriately. A librarian or information professional working in a one-man-bank situation uses management skills to procure funds for the library, to decide upon its future direction and to plan for new services, and to communicate with management and other individuals within the organization in order to achieve their library's goals.

THE CONCEPT OF TQM

TQM is a way of managing to improve the effectiveness, efficiency, flexibility and competitiveness of an organization as a whole and it involves whole organization getting organized and committed to quality in each department, each activity and each person at each level. For the success of TQM effecting training, effective implementation and executive involvement is essential.

TQM is the foundation for activities, which include: -

- ❖ Challenging quantified goals and benchmarking ;
- ❖ Commitment by top management and all employees;
- ❖ External and internal alignment;
- ❖ Focus on Processes;
- ❖ Improvement teams;
- ❖ Meeting users requirements;
- ❖ Recognition and celebration;
- ❖ Reducing time of development cycle;
- ❖ Specific incorporation in strategic planning;
- ❖ Systems to facilitate improvement;
- ❖ To become user driven rather than self focused;
- ❖ Total involvement, continuous improvement and leadership commitment;

This shows that TQM must be practiced in all activities, by all personnel, manufacturing, marketing, engineering, research & development, sales, purchasing, human resources, etc.

HISTORY OF TOTAL QUALITY MANAGEMENT

Through incorporating and synthesizing ideas from many sources, TQM has evolved over the past five decades. Although the Japanese firms were the first to introduce and use the concept of TQM, many of the basic ideas underlying TQM originated in the US. W. Edwards Deming and Joseph M. Juran are the two people closest to developing comprehensive quality management programs in Japan and later in the United States.

In 1946, the American Society for Quality Control was formed. At present, the society is called as American Society for Quality (ASQ). In 1950, W. Edwards Deming developed a

quality control chart for the control of product variables in 1924. This chart became the basis for the Japanese engineers. In 1954, Joseph M. Juran educated the Japanese companies about the management's responsibility to achieve quality.

In the middle of 1990s, ISO 9000 standards were popularized and accepted worldwide as a means to achieve quality.

DEFINITION OF TOTAL QUALITY MANAGEMENT

According to Khan (2003) TQM philosophy is based on the following factors such as user focus, continuous improvement, involvement of employees and their empowerment and use of organized approach to management.

According to International Organization for Standardization (ISO): "TQM is a management approach for an organization, centred on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction, and benefits to all members of the organization and to society."

TQM PRINCIPLES

TQM is the application of a number of activities with perfect synergy. The various important elements of TQM are:

- Customer-driven quality;
- Top management leadership and commitment;
- Continuous improvement;
- Fast response;
- Actions based on facts;
- Employee participation;

TQM culture

It is not easy to introduce TQM. Management must create an open, cooperative culture. Employees need to feel responsible for customer satisfaction. If they are excluded from developing visions, strategies, and plans, they won't feel this. Participating in these activities is important. If they see management behaving irresponsibly—saying one thing and doing the opposite—they are unlikely to behave responsibly.

Relationship between Library Science and TQM

Quality, with regard to the products of industries, depends on raw materials, vendor components, and different skills of performance of employees and production processes, and equipment that shows different degrees of performance. Similarly, quality with regard to library and information science or with respect to the processing of information services in the library depends on:

1. The collection of documents and their technical processing by applying certain techniques and methods;
2. The skills of employees;
3. Equipment and processing;
4. The span of time of service to be rendered;
5. The attributes of services which are to be rendered.

From the above, it is clear that while quality in respect of industries fulfills the ultimate goal of user satisfaction, the same may be adopted in library and information centers.

PERSONNEL MANAGEMENT

Personnel management is a staff function whose primary role is to help the organization achieve its goals. The operation of the personnel function is dependent on the broad strategy, policies, and structure of the organization. Small companies have different personnel problems than large companies. Organisations scattered at different places must address problems that do not create problems for centralized organizations. Manufacturing companies have somewhat different personnel concerns than service companies. A large university teaching business management courses is labour-intensive and employs hundreds of professional and non-professional personnel in various departments and areas of specialization.

On the other hand, a capital-intensive firm such as a petroleum refinery employee will be relatively few workers and their staff function will be quite different from that of university teaching management. Whatever strategic or organizational changes occur, the department of personnel management must assist in facilitating these changes through recruitment, selection, training, compensation, and other functions of personnel. In order to achieve the goals of the organization and support its strategies, it is also necessary to develop staff goals and strategies.

STATEMENT OF THE PROBLEM

The problem chosen for the present study entitled, **“Total Quality in Personnel Management: Comparative Study among Central University Libraries of Uttar Pradesh”**

- ✓ It is observed in the literature that the work given to the personnel in the libraries is not according to their specialization, interest and qualifications.
- ✓ Innovations in technology generally require the restructuring of job responsibilities. Radical changes in basic organizational structure can cause stress between staff and library manager, this creates intense problems in Personnel Management of an organization like libraries.

OBJECTIVES OF THE STUDY

1. To examine the application of TQM in Personnel Management of Central University libraries in Uttar Pradesh.
2. To know the competencies and skills of library staff to accomplished different tasks.
3. To identify the level of workload and stress among the library staff.
4. To explore the opportunities for training and learning given to the library staff.
5. To identify the relationship between librarians and library staff.
6. To know what are the major problems faced by the library staff while accomplishing their jobs.

SCOPE OF THE STUDY

The following universities are considered for the study:

- Aligarh Muslim University, Aligarh
- Babasaheb Bhimrao Ambedkar University, Lucknow
- Banaras Hindu University, Banaras
- University of Allahabad, Allahabad

RESEARCH METHODOLOGY

As the research has become the important aspect of human activity, it provides dependable solutions to problems, which manifest in various fields of study. It is through this only, the knowledge grows and develops ultimately leading to the expansion of the boundaries of knowledge and scholarship. Research also helps in exploring the solutions to the problems and resolve conflicts. This shows the importance of research. It can be said that progress made by our society is due to the results of research. Research is the deep and exhaustive investigation to discover new facts and figures which are then interrupted in the light of known ideas, laws and theories to revise the current law and theories in light of newly discovered ideas, and to apply the conclusions to some practical purposes.

The type of research used for the present study is descriptive research which includes survey and fact-finding enquiries of different kinds. The study focuses on the attitude of library staff and data will be collected with the help of questionnaires. The questionnaires are filled by library staff.

HYPOTHESES

1. Majority of libraries are not following the TQM principle for personnel management.
2. Majority of the staff having excessive workload, stress in the libraries.
3. Most of the libraries having formal relationship with their staff.
4. Majority of the library staff do not acquire adequate training while working.
5. Most of the libraries does not assigned the task as per the skills and qualification of the staff.

MAJOR FINDINGS OF THE RESEARCH

Major findings of the study are highlighted as followed:

1. The outcomes indicates that 4 (3%) respondents are working as a librarian, 07 (6%) respondents are working as a Dy. librarian, 15(13%) respondents are working as a assistant librarian, 27 (24%) respondents are working as a professional assistant 37 (32%) respondents are working as a semi-professional assistant and 24 (21%) respondents are

working as a library assistant. Majority of respondents 37 (32%) are working as semi-professional assistant.

2. It is also highlighted that 4 (7%) respondents are working as an accountant, 9 (15%) respondents are working as an assistant, 19 (33%) respondents are working as a library attendant and 26 (45%) respondents are working as MTS. Majority of the total respondents 26 (45%) are working as MTS.
3. The results of the analysis revealed that 38 (22%) respondents are U.G. in 98 (56%) respondents are P.G., 18 (10%) respondents are M.Phil. and 21 (12 %) respondents are Ph.D. Majority of the total respondents 98 (56%) are P.G.
4. The findings emerged that 61 (35%) libraries want to increase productivity of library, 41 (23%) libraries want to improve the involvement of employees in library and 73 (42%) libraries want to improve the satisfaction of library respondents. Majority of the total 73 (42%) libraries want to improve the satisfaction of library respondents.
5. The results also discovered that 53 (30%) library staff have a certificate level qualification in computer, to increase productivity of library, 75 (43%) library staff have a diploma level qualification in computer, 18 (10%) library staff have a degree level qualification in computer, and 29 (16%) library staff have a post graduate diploma level qualification in computer. Majority of the total 75 (43%) library staff have a diploma level qualification in computer.
6. The results of the analysis revealed that Libsys software is used in AMU, Aligarh and University of Allahabad, Soul software is used in BHU, Varanasi and Koha software is used in BBAU, Lucknow.
7. The outcomes explore that 96 (55%) library staff want the abolition of defects to improve the quality of library, 38 (22%) library staff wants a tool to increase profits. 41 (23%)

library staff wants a competitive advantage. Majority of the total 96 (55%) library staff want the abolition of defects to improve the quality of library.

8. The results depicted that 125 (71%) library staff says that their library is implementing Total Quality in Personnel Management and 50 (28%) library staff says that their library is not implementing Total Quality in Personnel Management Majority of the total 125 (71%) library staff wants implementation of total quality in personnel management in library.
9. The result founds that 17 (34%) respondents shows the inadequate knowledge about TQPM, 8 (16%) respondents shows lack of commitment from top management, 8 (16%) respondents shows lack of experience in personnel management, 6 (12%) respondents shows lack of training, 9 (18.0 %) respondents shows lack of skill in staff and 2 (4%) respondents shows Inadequate planning. Majority of the total 17 (34%) respondents shows the inadequate knowledge about TQPM.

CONCLUSION

This study has discussed the implementation of total quality personnel management among libraries of Central universities of Uttar Pradesh. TQPM demands time and persistence. To succeed in an organization there must be support at the very top and commitment at all levels. It is necessary that all groups of people in an organization are included in the process.

TQPM implementation needs patience and tolerance as it is a time-consuming process and, of course, it is not easy to change an organization. Therefore, implementation of TQPM is not a guarantee of the highest quality but it is a step in the right direction. TQPM implements a philosophy of strong leadership participation, increased communication among departments, and the education of all employees.

TQPM is proven to be profitable when implemented in a successful way, but there are also problems with the implementation. In the other word, there is a need for an increased focus on the area of organizational change related to TQPM.

Resistance to change and people's attitudes are the primary hindrances to implementing TQPM in libraries. The other barriers are the problems of finding the money and time for training while maintaining current services in the library. TQPM is about transforming an organization's culture, yet with the expectation of establishing a quality infrastructure and eliminating middle management positions through attrition. It is difficult to make a change in organizational structures, yet TQM requires institutions to restructure.

Successful TQPM implementation requires a thorough understanding of critical success factors, barriers to achieving these factors, and managerial tools and techniques to overcome these barriers. Research in developed countries listed top management commitment to TQPM, training for TQPM throughout the organization, customer focus and continuous improvement, and a focus on employee involvement and empowerment as the key determinants of successful TQPM implementation.