

Application of Total Quality Management in some selected University Libraries in West Bengal: An Assessment

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ABSTRACT

The main aim of this paper is to identify the application of Total Quality Management in some selected university libraries in West Bengal, India. The paper discusses the need and importance of TQM in the university library. The general facets of TQM have been discussed, and quality assurance measures adopted by the university library have been identified. This study analysed how far the university libraries are applying the total quality approach to enhance their library services for better serving their user community. A survey method was conducted to collect data and, after collecting data, tabulated and interpreted judiciously and concisely. This paper focuses on all the university libraries under study that have introduced quality assurance measures in their environment that are marked by their users positively. This study exhibits that the university library services are rightly rendered to satisfy their user community by the application of Total Quality Management procedures.

KEYWORDS: University library, Total quality management, TQM, library related quality, Strategies and applications, Library management.

1. INTRODUCTION

The primary objectives of the university library are to support the higher learning processes as well as to facilitate the research programme for the growth and development of knowledge. And thus, the all-total University library functions such as identification, collection, organisation, dissemination; conservation and preservation of documents are equally to be made scientifically so as to achieve the total quality services towards the university academic community effectively and efficiently. It will provide a better environment where modern library techniques and quality management would have to be adopted in favour of the user community and they may get motivated to use the library resources as per their requirement in this changing context. "Libraries and Information Centres have a long tradition of providing information products and services to its customers"¹. Therefore, the adoption of this approach as well as the Total Quality Management (TQM) is very much essential to modernise, and administer the university library system.

Since the last decade of the 20th century, the university libraries in India have been focused as the pivotal concept in higher learning systems i.e., both in college and university and its quality of services is judicially evaluated by the National Assessment Accreditation Council (NAAC) how far the academic and research programmes in higher learning systems are intermingled with the library facilities. Because the university library is the hub of the university education therefore in this present technological era, the application of information and communication technology as well as the TQM the approach is considered very essential to fulfil the changing demands of library users.

2. REVIEW OF LITERATURE

Clack⁶ from Harvard College Library created a 'Task force' which reviewed the library vision statement and considered changes that would have to be made to develop a new organisation culture. One that highlights the changing nature of staff roles and responsibilities in the era of pervasive change. Churchill and Paul⁷ addressed that TQM concentrated on the issues of customer satisfaction and guidance on implementing the marketing concepts. He also opined that operational excellence is in organization and a host of supporting tools and organizational prescriptions of programmes are very much needed. Handy⁸ stated that the world keeps changing. It is one of the paradoxes of success that the things and ways that get you where you are are seldom the things that keep you there. Torrington and Hall⁹ stated that "difficulties experienced in adopting TQM have mainly focused on people issues". Sallis, E¹⁰ stated knowledge revolution has brought about rapid advances in technology. It has changed the way we work and think and is changing learning. To cooperate with the information age every person requires a high standard of education. Talukder and Ghosh¹¹ explained that TQM integrates fundamental management techniques existing improvements and technical tools under a disciplined approach. Mukhopadhyay M¹² addressed that user satisfaction is one of the important factors in total quality management for guidance and implementation of TQM.

Nana Turk¹³ concluded that Ljubljana University libraries highly quality staff and build so many users using those libraries. All these students and teaching staff fully improved their knowledge. Nana Turk, building a culture of quality assurance in the libraries of the universities of Ljubljana New Library World. Golnessa Galyani Moghaddam¹⁴ in his topic TQM approach in academic library focused on TQM implication in library sectors as well as mentions the barriers of TQM in libraries. Jurow & Barnard¹⁵ explained that TQM iterates fundamental management techniques existing improvements and technical tools under a disciplined approach. Kiran, D¹⁶ provides the full range of management principles and practices that govern the quality function as well as making it an invaluable reference to both the novice and the more experienced individual.

3. OBJECTIVES OF THE STUDY

The objectives of this study are:

- ✓ To find the total holdings of the university libraries resources from a variety of media as well as their quality as per users' point of view.
- ✓ To identify the staff's strength and their awareness regarding the quality approach and their professional expertise.
- ✓ To identify the varieties of quality library services adopted by the libraries
- ✓ To identify the quality satisfaction level of library user regarding their suitability and requirements.

4. QUALITY AND QUALITY MANAGEMENT

Quality is a measure of goodness to understand how a user meets its specification .it also refers to a parameter that decides the inferiority or superiority of a product or service. Quality means concern about the needs and the wants of customer requirements Desires and expectations. Quality means identifying the needs of customers and taking all the necessary steps to ensure the fulfillment of that need with satisfaction. Quality means ensuring the right the thing at the right time and right place also continuously maintains that in a never-ending progress. Day by day the needs and expectations of the user are increased so, the services should need to improve to provide better quality services to satisfy those needs of user.

Quality service means resources and services that satisfy user expectation and perception. In university library these quality features are very meaningful accuracy, timeless, competence frame, friendliness anticipating the need and Desire of the user, knowledge and the personnel or facilitation.

Quality refers to a product's ability to meet or exceed users' needs and satisfaction consistently. "The primary purpose of an academic library is to support the teaching, research, and other academic. Programs of its parent organization. An academic library is part of a service organization which delivers products personally to the customer." [2]

In a word quality management are a system procedure method and technique that an organisation puts in place to ensure that the requirements on it or met. It focuses on ensuring for continuous provide the best services to the user based on their need and desire with satisfaction or the act of inspecting all the activities must be accomplished by maintaining excellence. It includes quality planning, implementing, and assuring as well as control and improvement. The quality management in a university library can be intelligently visualized as follows:

Q - Quantity and quality of library resources.

U - Union of library resources and Library user.

A - Adjustment between the services of library and user demand.

L - Creation of lively and better learning environment expertise of TQM program.

I - Integration of staff towards quality determination and increasement of their professional capability.

T - Two facet of library system to be valued to achieve the total quality goal.

Y - Year assessment of TQM programme.

5. TOTAL QUALITY MANAGEMENT

According to Edgeman and Dahlgaard (1998), "TQM is a corporate a culture that is characterized by increased customer satisfaction through continuous improvement involving all employees in the organization." [3] TQM is a philosophy of satisfying the user needs continuously and commitment for improvement services by involving all the resources on time Nowadays TQM is an influential concept it aims in academic the library is to ensure complete user satisfaction. "Total Quality Management (TQM) is a philosophy that involves everyone in an organization in a continual effort to improve quality and achieve customer satisfaction." [4] TQM focused on the requirements of the user and helps in preparing a design for an effective approach to serving the user with satisfaction.

In this study, we are investigating seven (7) University Libraries to understand and determine different quality services provided by them according to the requirements of the users. In this study, we are also presenting comparative studies based on Quality Services provided by Seven University Libraries. Specifically, comparative studies on Library staff strength, Library holdings, Services provided by the library, and Quality assurance services are explained in this study.

Total quality management is a continuous process of detecting and eliminating manufacturing errors streamlining the supply chain improving the customer experienced and ensuring employees are fully trained. “TQM needs long-term planning and a flexible environment to get good results and fulfill the mission and vision of the library”. [5] It is a process of providing advanced and Desire service to the user by determining quality by all the members of the organization for sound customer or user satisfaction. It helps with supportive user attachment, user satisfaction tools, techniques, and improvement for organization progress for better- and high-quality results. TQM helps traditionally enhance the Quality of Services. Total quality management (TQM) is a systematic approach to organizational management. The objective of TQM is to enhance the quality of an organization’s products and services through continuous improvement of internal processes. TQM stands for Total Quality Management. The goal of TQM is to bring all levels and departments of an organization together to continuously meet and exceed the customer’s expectations for their day-to-day operations, products, or services.

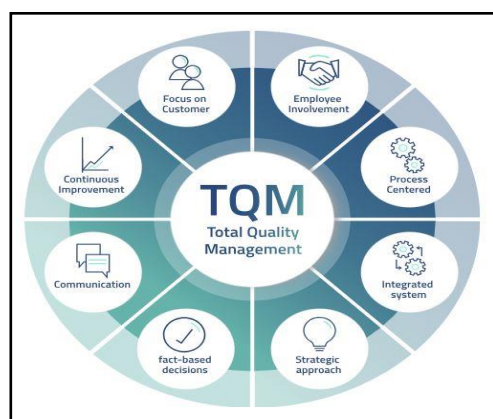


Fig.-1: Total Quality Management Process

6. TQM IN UNIVERSITY LIBRARY

Library is the heart of any university and it is responsible for providing Academy research backup sustains assistance to all the stakeholder of the library. Books offer a broad range of knowledge in all fields. We can learn about the past through the literature provided in books. Libraries should create an environment that promotes learning. With modernization, everything is changing for progress and development. The field of Higher Education is crucial to the development of a human resource that can lead the nation's social economic and significant advancement. Nowadays higher education development in India puts Quality Assurance models and procedures into place. Libraries are the repository of knowledge an essential component of the higher education system as a common knowledge. In the university library, TQM should be an approach that an institute takes to improve its performance on a systematic and continuous basis. TQM not only helps to improve the service of the Institution but also the entire institution quality improves by its implementations.

7. TQM STRATEGIES & POLICIES IN UNIVERSITY LIBRARY SYSTEM

As the university library is a service organization, the TQM strategies and policies should be applied based on the structure, characteristics, end users, services provisions, and its nature as well as conducive technology related to organizational service.

Based on the study of Brah et al. (2000), some quality variables as will be effective in the university library system can enumerated as:

- a. Benchmarking.
- b. Quality improvement incentives.
- c. Library user focus.
- d. Library Employee development.
- e. Library Service design.
- f. Library Process improvement.
- g. Cleanliness in library premises.
- h. Library staff empowerment.
- i. Library authority support.
- j. Use of Morden technology in library service.

At the same time, some TQM policies are to be adopted to reinforce the TQM approach and TQM outcome in the university library system. To ensure the total quality management in the university library platform the librarian should have to observe and implement the factors such as user satisfaction, communication between service provider and user, commitment to library authority, needful in-service training, awarding the employees regarding TQM policies, staff participation, human resource development, quality assurance, quality information as well as performance assessment.

Continuous improvement and observation are to be carried out as and when the TQM policies would be applied in a library environment. It means continuous improvement means the regular invitation to every aspect of quality improvement functions as well as modernization of library products and services to adjust the variety of needs of library users and their standards.

A greater relationship between library service providers and end users are to be established for better quality outcomes and hence these strategies and policies are the vital components for successful TQM in the library environment.

8. SCOPE OF THE STUDY

In the present study seven University libraries are taken into consideration those were Est. before 2000 and in the following table some characteristics of these libraries are presented.

Name of libraries	Year of Est.	Characteristics	Addresses
University of Calcutta(C.U)	1857	State University, Oldest, General	87/1, College St, Calcutta University, College Square, Kolkata, West Bengal 700073
Viswa Bharati University(V.B.U)	1951	Central University (Sc, Arts, Humanities and fine arts)	Visva-Bharati , Santiniketan - 731235, Birbhum, West Bengal
Jadavpur University (J.U)	1955	General and technical (engineering)	Campus Area, JADAVPUR UNIVERSITY, 188, Raja Subodh Chandra Mallick Rd, Jadavpur, Kolkata, West Bengal 700032
The University of Burdwan (B.U)	1960	State University, General	Golapbag, University Rd, Bardhaman University, PurbaBardhaman, West Bengal 713104
University of Kalyani (K.U)	1961	State University, General	University Of Kalyani, Kalyani,, Nadia West Bengal 741235
Rabindra Bharati University (R.B.U)	1962	State University,(Arts, Humanities and fine arts)	Emerald Bower Campus, 56A, B. T. Road, Kolkata,WestBengal,Pin: 700050
Vidyasagar University (V.U)	1986	State University, General	Vidyasagar University Rd, Rangamati, Midnapore, West Bengal 721102

9. METHODOLOGY

This study was carried out through the Survey method where a structured questionnaire was circulated among the students, research scholars and faculty of the seven selected universities. The sample population for each university can be shown as follows:

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Students and their divisions		Research Scholar and their divisions		Faculty
Male	Female	Science	Arts	
30	30	5	5	2
Total 60*7=420 420 filled in questionnaire collected from the students.		Total 10*7=70 70 filled in questionnaire collected from the research scholar.		Total 2*7=14 14 filled in questionnaire collected from the faculty.

In addition, a separate questionnaire was prepared for circulating among the 7 university librarians for getting the relevant information regarding the application of Total Quality Management (TQM) forms their libraries and hence 7 filled-in questionnaires were collected.

10. RESULTS AND DATA ANALYSIS OF DIFFERENT UNIVERSITY LIBRARIES

After getting the filled in questionnaire from all the respondents the data was properly computed, tabulated, analysed, and presented through statistical presentation as follows.

10.1. Library Holdings of selected Universities

Table-1 Library Holdings of selected Universities

Sl. No.	University Name	Total Book (approx)	Total Periodical (approx)	Total Thesis (approx)
1	C.U	800000	120000	45000
2	V.B.U	450000	40000	3227
3	J.U	650000	80700	13000
4	B.U	270000	29300	3097
5	K.U	200000	9500	3793
6	R.B.U	140000	2200	1088
7	V.U	150000	5500	1008

Table 1 reveals the varieties of holdings of the Central libraries of selected Seven Universities. In West Bengal. It is seen that the collection of Calcutta University is much more than any other University. Because it is the oldest university and a master's degree is provided many subjects. The V.B.U started in 1951, yet the collection is not so enough and it may be because the university imparts various fine arts subject domains for which Performance is most necessary rather than documents. J.U ranks 2nd in terms of its holding. As this university imparts engineering subjects so huge amount of online periodicals are necessary for the research programme B.U and K.U holds a considerable amount of collection for some selected arts and science subject domains. R.B.U has comparatively less collection than other university libraries. It may be the main reason that R.B.U offers only Humanities, Arts and Fine Arts courses. V.U is a younger university but its holdings are magnificent and stressed much on online collection.

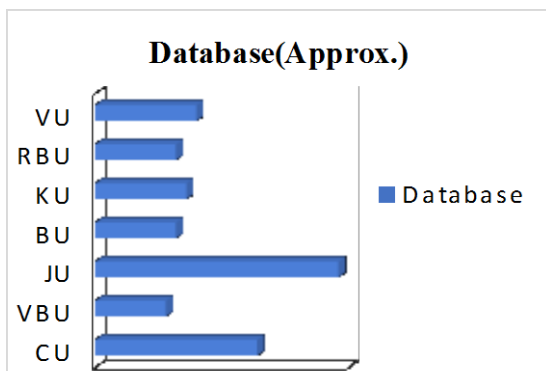


Fig.-2: Diagram of databases

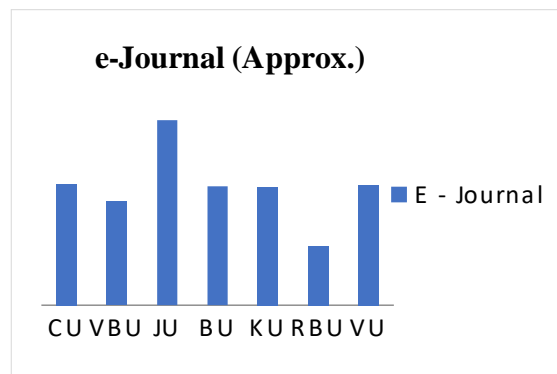


Fig.-3: Diagram of e-journals

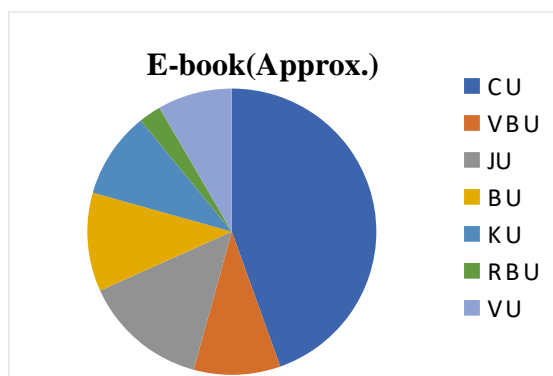


Fig.-4: Pie diagram of e-books

10.2 Staff Pattern of selected Universities

Table-2: Staff Pattern of selected Universities

Name of the University	Professional	Non- Professional	Total
C.U.	17	22	39
V.B.U.	11	33	44
J.U.	23	16	39
B.U.	5	16	21
K.U.	2	13	15
R.B.U	9	6	15
V.U	8	5	13

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Table 2 reveals the Staff pattern of seven selected university libraries in West Bengal. It is seen from the table that although there are the same number of staff (39) in both C.U. and J.U. at present, yet there are more professional staff (23 i.e. 58.97%) working in J.U. But the University librarian of C.U reported that there were many more staff both professional and non-professional before the social pandemic period. However, in V.B.U. there are a considerable number of total working staff (44) out of which a major number of nonprofessional staff (33 i.e. 75%) provide library services.

All other four universities i.e. B.U., K.U., R.B.U. & V.U. possess almost equal number total working staff as well as having an equal proportion of both professional carders.

10.3 Quality Improvement Programmes in Selected University Libraries

Table-3: Quality Improvement Programmes in Selected University Libraries

Services	C.U	V.B.U	J.U	B.U.	K.U	R.B.U	V.U
Quality Policy	✓	✓	✓	✓	✓	✓	✓
Quality records	✓	✓	✓	✓	✓	✓	✓
Library Statistics (Uses of library services)	✓	✓	✓	✓	✓	✓	✓
Register of Suggestion or opinion of library users	✓	✓	✓	✓	✓	✓	✓
Staff participation	✓	✓	✓	✓	✓	✓	✓
Quality planning of library infrastructure design	✓	✓	✓	✓	✓	✓	✓
Document control and processing	✓	✓	✓	✓	✓	✓	✓
User Education programme	✓	✓	✓	✓	✓	✓	✓
Library User Survey	✓	✓	✓	✓	✓	✓	✓
Library orientation programme for users	✓	✓	✓	✓	✓	✓	✓
Manpower develops programmed	✓	✓	✓	✓	✓	✓	✓
Staff manual	✓	✓	✓	✓	✓	✓	✓
Library Rules and regulation	✓	✓	✓	✓	✓	✓	✓
Standardization of library practices	✓	✓	✓	✓	✓	✓	✓
Performance appraisal	✓	✓	✓	✓	✓	✓	✓
Quality audit	✓	✓	✓	✓	✓	✓	✓

Table 3 reveals the quality improvement programmes adopted in seven selected university libraries in West Bengal. From the library's point of view, twenty quality improvement programmes were presented in the questionnaire. It is seen from the table that all the university libraries excellently applied this 20-point quality improvement programme to achieve and maintain total quality assurance in the libraries. The present status of TQM is persistently following there.

10.4 Quantification of library user's attitude favouring quality assurance library services in selected seven universities in west Bengal.

Table-4: Quantification of library user's attitude favouring quality assurance library services in selected seven universities in west Bengal

Services	C.U		V.B.U		JU		B.U.		K.U		R.B.U		V.U.	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Circulation Services	47	65.27%	42	58.33%	45	62.50%	39	56.16%	43	59.72%	47	65.27%	33	45.83%
Reference services	39	54.16%	34	47.22%	40	55.55%	32	44.43%	37	51.38%	29	40.27%	44	61.11%
Reprographic facilities / Photocopy	32	44.44%	27	37.50%	30	41.66%	35	48.61%	36	50%	12	16.66%	28	38.88%
Document delivery services	31	43.65%	14	19.44%	27	37.50%	23	31.94%	21	29.16%	19	26.38%	30	41.66%
Current Awareness Services	33	45.83%	43	59.72%	21	29.16%	17	23.61%	25	37.72%	24	33.32%	21	29.16%
Selective Dissemination Services	22	30.55%	18	25%	11	15.27%	16	22.23%	12	16.66%	19	26.38%	13	18.05%
Translations Services	18	25.00%	14	19.44%	17	23.61%	12	16.66%	16	22.22%	17	23.61%	16	22.22%
Free Internet services with wifi	32	50%	49	68.05%	47	65.27%	43	59.72%	46	63.88%	45	62.50%	34	47.22%
Abstracting services	37	51.38%	48	66.60%	29	40.27%	33	45.83%	26	36.11%	33	45.83%	25	34.72%
Newspaper reading services	0	0.00%	22	30.55%	49	68.05%	38	52.77%	20	27.77%	36	50%	37	51.38%
Reading Room Services	35	48.61%	44	61.11%	43	59.73%	53	73.61%	37	51.38%	45	62.50%	39	54.16%
Orientation services	31	43.65%	37	51.38%	37	51.38%	29	40.27%	21	29.16%	23	31.94%	44	61.11%
OPAC services	37	51.38%	35	48.61%	23	31.94%	42	58.33%	25	34.72%	28	38.88%	32	44.43%
Remote service through Internet	39	54.16%	37	51.38%	54	75%	33	45.83%	49	68.05%	23	31.94%	37	51.38%
Catalogue services	42	58.33%	33	45.83%	32	44.42%	37	51.38%	32	44.44%	31	43.05%	36	50%
Book display services	23	31.94%	29	40.27%	29	40.20%	21	29.16%	30	41.66%	37	51.38%	35	48.61%
Be speaking services	29	40.23%	50	69.44%	27	37.50%	24	33.33%	23	39.94%	26	36.11%	31	43.05%

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Table 4 reveals the quantification of library users' attitudes favouring quality assurance library services in selected seven universities in West Bengal. We prepared 72 questionnaires for each university library and they were distributed among them. From the responses of the library user, only the number of the better and excellent responses is taken into consideration which is represented as frequency number in Table 4. It is seen from the table that some library users of each university library have pointed their opinion in favour of the quality assurance programmes as obtained from their university library. The table also depicts the total panoramic view regarding the application of the 20-point total quality assurance programme in the university libraries. It is good to state that each University library is qualified with these modern library management techniques.

It can be stated that out of these twenty points, C.U. achieved the favour of responded regarding seven higher points having either 50% or more than 50%. C.U. also got the highest point i.e. 65.27% in circulation service or it can be said that students are getting efficient library services from this university.

The table reveals that in the case of V.B.U, it has obtained 8 favourable quality services having either 50% or more than 50% from the despondence point of view and it has obtained the highest point in Be speaking services(69.44) or it can be said that the respondent community favours the having of these services for their needs.

It can be stated that out of these twenty points, J.U. achieved the favour of responded regarding 7 higher points having either 50% or more than 50%. J.U. also got the highest point i.e. 75% in Remote services through the Internet or it can be said that students are getting efficient library services from this university.

The table reveals that in case B.U, it has obtained 6 favourable quality services having either 50% or more than 50% from the despondence point of view and it has obtained the highest point (73.61%) in Reading room services or it can be said that the respondent community favours the having of this services for their study in the reading room during library hours.

It can be stated that out of these twenty points K.U. achieved the favour of responses regarding 6 higher points having either 50% or more than 50%. K .U. also got the highest point i.e. 68.05% in Remote services through the internet or it can be said that students are getting efficient library services from this university.

The table reveals that in the case of R. B.U, it has obtained 5 favourable quality services having either 50% or more than 50% from despondence point of view and it has obtained the highest point (66.65%) in circulation services or it can be said that the respondent community favours the having of this services.

It can be stated that out of these twenty points V.U. achieved the favour of responded regarding 6 higher points having either 50% or more than 50%. V .U. also got the highest point i.e. (65.11%) in both Orientation and References services .it can be said that students are getting efficient Orientation and Reference services from this university.

FINDINGS

After thorough analysis the following findings have been made as follows:

1. The Collection of Calcutta University library in each ranks highest than any other libraries under study.
2. Being the oldest University C.U. library is procuring the highest number of online publication products.

3. Though the R.B.U. has been serving since 1962, Yet the library holdings have not reached up to a considerable level. As the R.B.U. does not impart the science domain subjects, for this reason, the collection of books and periodicals exhibits less.
4. Being the youngest University, the collection of V.U. library is praiseworthy and this library has taken a considerable venture regarding the total quality approach in the library system.
5. There is the highest number of staff strength possessed by V.B.U. library and both C.U. and J.U. libraries possess an equal number of staff strength and all other university libraries have almost the same number of staff.
6. All the libraries under study are trying their best to adopt quality assurance programmes to implement the TQM in their library services toward achieving the greater satisfaction from their user community.

CONCLUSION

It is known to all that the library is a non-profit making organization rather it is a service organization. Therefore, the library services to be rendered with greater quality assurance to keep pace with the need of the present day as well as to meet the changing requirements of library users. Very specifically university library plays an important role for enhancing higher learning as well as research activities. In West Bengal, at present all universities under study are providing quality library services by applying the modern management techniques and very specifically inviting various quality assurance measures to implement the T.Q.M. in their systems. From this study, it is observed that all the universities are keenly interested to input the quality enhancement procedures and gain the satisfactory attitude of their users.

A major portion of users of each university library has ranked their university libraries by mentioning some quality assurance programmes where they have greater satisfaction or they are getting the best service from their libraries. Nowadays, the university library authority, librarian, are enough informed about their role in higher education, their enough trained and qualified and thus they are significantly applying quality assurance measures. The university libraries are enhancing their rendered services in a better way and these are much aware in this quality management and technological era. The user community also is very interested in having better library service qualitatively and for this reason they have marked the quality assurance points with due care and importance. But the university library services are qualitatively enhanced with continuous assessment, continuous adherence and total involvement of the library university stakeholders to achieve the needful total quality management for growth and development of knowledge.

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