Evaluation of total quality management in library of Islamic Azad University in District 13

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Abstract: The main objective of this study is to evaluate the level of total quality management in libraries of Islamic Azad University at district 13 in managers' point of view in 2011. The research method was descriptive - survey and data collection tool was a questionnaire that researcher wrote with six components that included 42 items. After confirmation of their validity, reliability of the questionnaire was obtained through Cronbach's alpha for all the components above 0.75. The study population of 22 individuals was library managers of Islamic Azad University at district 13 and results obtained based on data from the questionnaire. This analysis has been done helping descriptive statistics using SPSS software and the results showed that all components of total quality management (commitment, customer orientation, training, realism, collaboration and continuous improvement) are quite desirable and results indicate that TQM has distance to achieve the desired condition.

1. Introduction

One of the largest and most important concerns of various organizations is improving the quality of products and services and providing the customer demands of these organizations. Academic libraries are one of the centers that play an important role in promoting and improving quality level in different areas. Developed countries owe their development to the development of libraries and information centers. Every society invests and pays attention to improve quality, has better and more fruitful future. Organizations intend to satisfy their customers with minimal costs and effort regard to customer satisfaction in order to provide desire and high-quality services. A smart action that does calm and steady in order to provide organization's goals and satisfy customers called total quality management.

Considering educational and cultural system in every society is important and improving its quality move society forward rapid development in all aspects. Therefore, it is necessary to develop the education and culture system, and its quality in every society. Besides social growth and development of nations, the place of libraries has also changed that these changes required revision the way to manage offices and organizations and applying scientific methods to manage them. Scientists believe that the goals of libraries have direct relation to the community's goals. In today's societies a broad and deep changes have developed in different areas and universities are not exempt from this. The libraries and information centers in universities have been undergoing many changes. Given the current circumstances, satisfaction of users, is a public primary and universal acceptance principle. The satisfaction of users considered as one of the crucial indicators in improvement of service quality in academic libraries. Total quality is a principle which is then converted to utility. It means that at first, the idea of total quality should form in the minds of employees and after while mental concepts convert to actions and use as a tool to increase quality in organizations (Khadivi, 2002). Today, providing information services in college library for users has been developed and this development and provided information are one of measure of scientific progress so that in analysis of progress and development standards, development of academic library is considered as one of the major development indexes.

Baroofi (1996) believes that managing libraries often keep pace with modern principles and management theories have had a profound impact on library management. Therefore, a new approach of total quality management is used in managing libraries and information centers in order to improve the quality of provided services, users and employees' satisfaction, effective and efficient management, to develop libraries and finally to achieve the desired goals. In the current era of technological revolution, academic libraries are in charge of responding to needs of consumer groups, such as professors, staff, students, scholars, etc.

Quality of the library using common patterns in the field of quality management has not long history in Iran. To date, few studies have focused on this issue which will be mentioned later. Khorshidi (2000) studied total quality management in higher education institutions in Iran that the goal of education is to provide a framework for performance indicators of higher education system. The results

indicate that the lack of a coherent system of continuous evaluation is an important issue in education institutions. Tabande (2004) studied on comparing current and desire situation of libraries at the University of Shiraz in applying total quality management (TQM) from managers and experts' point of view. In this study, the reasons for this difference in attitude were identified that was lack of understanding of managers and experts about total quality management and ignorance about the philosophy of quality management. Noori (2005) studied on readiness of academic libraries of medical sciences in Tehran to implement Total Quality Management (TQM). The results of this study indicate that the average of total scores for all 9concepts mentioned in University of Medical Sciences, Tehran University and Shahid Beheshti University was 7.5, 7.47 and 7.15 of the maximum 10 points respectively. Moreover, the concepts of "sense of belonging", "relationship status", "organizational culture", "considering education" and "considering continues improvement" were evaluated as appropriate and "leadership", "employees participation" and "considering customers were evaluated as moderate and finally " remuneration and promotion status" were evaluated as weak according to the scores obtained. Noori, according to this study concluded that TQM in libraries fundamental changes should be formed at first in the reward and promotion system and then in the categories of "considering customer", "employee participation" and "leadership". Akhshik (2007) studied on information technology management in libraries of Shahid Chamran University of Ahvaz and Jondi Shapour University according to EFQM[1] Excellence Model. The total score of these libraries was calculated 403 of 1000. The results indicate that overall, the quality of Information Technology Management at these universities is below average level. According to 9 criteria of the model, highest scores were related to costumer results and the lowest scores were related to employees and society results. Barrionuevo, M. and Perez (2003) with the belief that university libraries in the 21st century has challenge of achieving excellence and based on the EFQM model and with the cooperation of a group of librarians of university libraries in Spain, wrote an epistle in order to evaluate services of academic libraries in the southern Spain. To prepare it, they evaluate different approaches to assessment and after implementing EFQM model in order to evaluate services of these libraries due to the comprehensive nature of this model, after applying changes on it, wrote an epistle in order to make it appropriate for evaluation of

library services. Melo and Sampaio (2003) studied some projects in a research called "Evaluation of performance quality of libraries" that ten years before that, they evaluated performance quality of services in academic libraries in Portugal and Brazil. They know evaluation of service quality of libraries as a concept that today has been accepted by all librarians and is a method to evaluate needs and user satisfaction and better performance of libraries. The main objective of this study is to evaluate the level of TQM in library of Islamic Azad Universities in district 13 that intend to develop libraries effectively by studying current situation of available libraries and analyzing their results. According to infrastructure scientific theories, variety of sciences have grown and flourished and scientific theories seem to be base of change and transformation in various aspects of human life. According to theories importance and development of different sciences in the shadow of emerging these theories, theoretical basics will be mentioned transiently. Quality is doing works correctly and continuously in all departments of an organization that means a factor that balances needs of customers and employees and financial objectives of the organization and also doing works correctly and continuously means providing needs of customers (Iranzadeh, 2001. 81). Quality is expressed or implied needs of customers (Iranzadeh, 2001, 255). Total quality management means to improve quality with low cost (Khadivi, 2002, 339). From Stephen Robbins' point of view, a comprehensive quality management has following features:

1- Too much considering to customers
2- Considering to continues improvement
3- Quality improvement in all tasks organization do
4- Accurate measurement or calculation
5- Giving authorities to employees

Akhshik (2007) studied on information technology management in libraries of Shahid Chamran University of Ahvaz and Jondi Shapour Medical Science University according to Excellence Model (EFQM). The total score of these libraries was calculated 403 of 1000. The results indicate that overall, the quality of Information Technology Management at these universities is below average level. According to 9 criteria of the model, highest scores were related to costumer results and the lowest scores were related to employees and society results.

2.   Materials and Methods

According to the research objectives, this study is a descriptive survey and researcher objective of this study is objective and real description of a situation. Statistical population of this study included all managers of libraries of Islamic Azad University in distinct 13 that were 22 people. All managers of

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[1] European Foundation for Quality Management

libraries of Islamic Azad University in distinct 13 were chosen as sample.

The main tool for researcher in data collection is the questionnaire written by the researcher that is associated with TQM and its indicators and due to researcher literature and its parameter is related to commitment description, customer orientation, collaboration and cooperation, realistic, education and continuous improvement. Inferential statistics were used to analyze the findings. Data of received questionnaires were concluded and numbers and statistics were displayed at tables that are available in detail along with necessary descriptions in other section of the study.

3. Research findings

In this part of the statistical analysis, first, the distribution of statistical samples in terms of demographic variables such as education, gender, field of study and experience will be studied.

Table 1: Frequency distribution of respondents in term of managers' gender

Gender	Frequency	Frequency percent
Male managers	8	36.4
Female managers	14	63.6
total	22	100

Table 1 shows that 63.6% of respondents in the statistical sample of this study are women managers with the highest frequency and others (36.4%) are male managers.

Table 2: Frequency distribution of respondents in term of field of study

Field of study	Frequency	Frequency percent
Librarianship	17	77.3
other	5	22.7
total	22	100

Table 2 shows that 63.6% of respondents in the statistical sample of this study with the highest frequency have librarianship degree and others (22.7%) are in irrelevant fields.

Table 3: Distribution of work history of sample managers in the study

Number	22
mean	7.93
Standard deviation	3.23
Variance	10.46
Curvature	1.04
Elongation	1.53
Minimum	2
Maximum	19

Based on data from Table 3, it is observed that mean is 7.93, standard deviation, 3.23, minimum, 2, maximum, 19, Curvature, SK=1.04 and Elongation is KU=1.53 that demonstrates that most individuals have a history of more than 10 years.

Table 4: Frequency distribution of respondents in term of education

Field of study	Frequency	Frequency percent
Assistant education	4	18.2
Bachelor	16	72.7
Master	2	9.1

Table 4 shows that 72.7% of respondents in the statistical sample of this study with the highest frequency have bachelor degree and the lowest frequency (9.1%) is related to master. The diagram 4-2 is also confirmed it.

Now, in order to be informed of average performance of managers who have librarianship degree and distribution of their scores in each of the variables in this study, we tried to provide descriptive indicators of each of the variables in the table 5.

Table 5: Descriptive indicators of variables in term of gender and totally

Indicators		Female managers		Male managers		Other field managers		Librarianship managers		total	
variables		Standard deviation	average	Standard deviation	average	Standard deviation	average	Standard deviation	average	Standard deviation	average
Total quality management	commitment	46.29	6.71	48.38	7.11	47.21	7.22	50.55	3.68	47.55	6.99
	Customer orientation	38.00	10.78	46.51	11.40	42.66	11.50	45.10	14.11	43.03	11.84
	education	36.00	10.75	39.55	13.04	37.07	12.14	45.10	11.03	16.38	12.24
	realism	38.71	8.56	39.16	8.48	38.26	8.56	43.66	6.28	39.00	8.46
	participation	46.29	12.34	51.95	13.32	49.98	12.87	49.73	15.60	49.94	13.18
	Continues improvement	34.58	10.81	33.14	13.61	32.98	12.21	37.45	15.20	33.63	12.67
Total quality management		246.73	41.30	273.68	50.42	258.98	47.39	284.89	51.44	263	48.49

4. Discussion

The results of data analysis show the average of scores by individuals who tested given to indicators considering by researcher to measure commitment component indicate that this component with weighing average 3.53 is partly desirable and findings indicate that there is a gap to reach the desired level. In explaining these findings, it can be said that library managers are loyal to their own organization and are satisfy to be in such organization and the reason is that employees are not intended to absenteeism. The results indicate that employees spend their extra time in libraries rarely.

The results of data analysis show the average of scores by individuals who tested given to indicators considering by researcher to measure customer orientation component indicate that this component with weighing average 2.84 is partly desirable and findings indicate that there is a gap to reach the desired level.

The results of data analysis show the average of scores by individuals who tested given to indicators considering by researcher to measure participation component indicate that this component with weighing average 3.23 is partly desirable and findings indicate that there is a gap to reach the desired level. In explaining these findings, it can be said that library managers in providing scientific and research journals in the library, encouraging and providing continuing education and training staff have done fairly good job and now there is smaller gap to reach desirable level.

The results of data analysis show the average of scores by individuals who tested given to indicators considering by researcher to measure realism component indicate that this component with weighing average 3.39 is partly desirable and findings indicate that there is a smaller gap to reach the desired level.

In explaining these findings, it can be said that managers are in desirable level in indicators of extracting statistics and information of accurate number of staff, books, journals and active members of libraries, extracting accurate percent of books and customers and extracting accurate statistics and information of equipments, technology and financial and construction resources available in the libraries. Decision making indicators also have been extracted based on accurate statistics and information and serious attempts have done to solve educational and financial problems.

The results of data analysis show the average of scores by individuals who tested given to indicators considering by researcher to measure continues improvement component indicate that this component with weighing average 2.90 is partly desirable and findings indicate that there is a gap to reach the

desired level. In explaining these findings, it can be said that managers have done fairly good job in all indicators of this component and there is gap to reach desirable level.

Importance of realism in TQM in studies have done by Khorshidi (2000), Noori (2005), Akhshik (2007) were confirmed.

The results of data analysis show the average of scores by individuals who tested given to indicators considering by researcher to total quality management components with weighing average 2.95 is partly desirable. The obtained average indicated that there is distance for total quality management components to reach desirable level. Therefore, it is necessary to library managers to attempt to reach the desired level in some components that their averages are in lower level that other components such as education, customer orientation and continuous improvement. Similarly, they should try to reach to desired level in other components of the total quality management using systematic and logical planning and try to stabilize them in desired level.

Tabande (1383) studied on comparing current and desire situation of libraries at the University of Shiraz in applying total quality management (TQM) from managers and experts' point of view and concluded that managers have better attitude to current situation of libraries in applying quality management and there is significant difference between managers and experts. In this study, the reasons for this difference in attitude, uninformed managers and experts of total quality management and their lack of understanding of the philosophy of quality management have been identified.

Noori (2005) studied on readiness of academic libraries of medical sciences in Tehran to implement Total Quality Management (TQM). The results of this study indicate that the average of total scores for all 9concepts mentioned in University of Medical Sciences, Tehran University and Shahid Beheshti University was 7.5, 7.47 and 7.15 of the maximum 10 points respectively. Moreover, the concepts of "sense of belonging", "relationship status", "organizational culture", "considering education" and "considering continues improvement" were evaluated as appropriate and "leadership", "employees participation" and "considering customers were evaluated as moderate and finally " remuneration and promotion status" were evaluated as weak according to the scores obtained. Noori, according to this study concluded that TQM in libraries fundamental changes should be formed at first in the reward and promotion system and then in the categories of "considering customer", "employee participation" and "leadership".

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Chamran University of Ahvaz and Jondi Shapour University according to EFQM Excellence Model. The total score of these libraries was calculated 403 of 1000. The results indicate that overall, the quality of Information Technology Management at these universities is below average level. According to all criteria of the model, highest scores were related to costumer results and the lowest scores were related to employees and society results.

Also, according to Lib Koval approach, Mir Ghafoori and Shafiei Roodposhti (2007) were measured level of service quality of Yazd University libraries including central library and educational institutions libraries in different dimensions of quality. The results showed that the quality of the library services is in desired level and there is a gap between users' expectations and understanding and this gap is deeper in dimensions of access to information and personal control.

Melo and Sampaio (2003) studied some projects in a research called "Evaluation of performance quality of libraries" that ten years before that, they evaluated performance quality of services in academic libraries in Portugal and Brazil. They know evaluation of service quality of libraries as a concept that today has been accepted by all librarians and is a method to evaluate needs and user satisfaction and better performance of libraries.

In one of the studies done, Serya and Ard (2006) evaluated library services (borrowing, reference services information services using computer) of Mahasarakham University in Thailand from users (bachelor students, faculty and library staff) point of view. The results showed that users believe that librarians responding and reliability of provided services are so important. Also, there is a relative difference between the available services and services that users expect. In other words, library should tries to reach desired situation for users. Library of Castle Green (2005) in London has evaluated institution situation, services provided to users, space and building and budget and finally has compared them to standards of academic libraries. The results indicate that these libraries are standard in all areas with the exception of facilities.

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