



IIUM STUDENTS' PERCEPTION ON THE
IMPLEMENTATION
OF LIBRARY TOTAL QUALITY MANAGEMENT
(TQM)

BY

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requirements for the degree of
Master of Education

Institute of Education
International Islamic University
Malaysia

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ABSTRACT

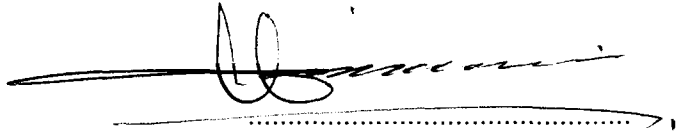
This study attempts to examine the extent of total quality management (TQM) in IIUM library services. The main objective of this research is to investigate students' perception on TQM implementation in IIUM library. The significance of this study is to provide a clear understanding and implementation of TQM values in higher education in general and to determine students' perception on TQM principles practice in IIUM library in particular. For these objectives, a questionnaire was specially designed in order to get information from the respondents who were 370 IIUM students. To explain respondents' perception of implementation TQM in IIUM library services, descriptive statistics was employed in this study. A questionnaire of Five Points Likert Scale was used as an instrument to collect data of the study. In addition to that, frequencies, percentages, means, and standard deviations for each item of the survey questionnaire were also computed. Research analysis revealed that IIUM library tries to provide adequate quality services to satisfy students' needs. Thus, the findings of this study appear to be positive although it has been emphasized to improve quality services in IIUM library in order to be in line with the TQM requirements. However, the research has found that most of the students are contented with overall facilities provided by the management of IIUM library. Finally, this thesis discussed implications in terms of theoretical, practical and managerial implication. Also recommendations and suggestions were presented for future improvement.

ملخص البحث

يهدف هذا البحث إلى دراسة مدى تطبيق و ممارسة الكفاءة الشاملة في خدمات المكتبة الرئيسية للجامعة الإسلامية العالمية في ماليزيا. والهدف الرئيسي من هذه الدراسة هو الحصول علي وجهات نظر طلبة الجامعة حول تطبيق مفهوم الكفاءة الشاملة في المكتبة. وتكمن أهمية هذا البحث في تقديمه صورة واضحة عن مفهوم وتطبيق مبادئ الادارة الكلية الممتازة في التعليم العالي عامة، ومعرفة آراء الطلبة في تطبيق الكفاءة الشاملة في مكتبة الجامعة الإسلامية العالمية في ماليزيا خاصة. وبناء علي ذلك تم توزيع الاستبيان علي المعننين للحصول علي البيانات وعدددهم 370 طالب وطالبة. من هنا استخدم أسلوب التحليل الوصفي لتوضيح البيانات والمعلومات التي تم الحصول عليها من المستجيبين كما تم استخدام مقياس ليكيرت المكون من خمس نقاط كأداة لجمع البيانات. إضافة إلى ذلك تم حساب وتسجيل كل من الترددات والنسب والوسائل في جميع استبيانات الدراسة. وقد أظهرت تحليلات الدراسة أن مكتبة الجامعة الإسلامية العالمية في ماليزيا تسعى جاهدة في تحقيق الكفاءة الشاملة للخدمات التي تقدمها للطلبة لاستجابة حاجاتهم التعليمية. إنطلاقا من هذا تبدو النتائج التي توصل إليها الباحث إيجابية علي الرغم من وجود توصيات لرفع كفاءة الخدمات المكتبية لتنسجم مع متطلبات الكفاءة الشاملة في الادارة . وعموما أظهر البحث أن معظم طلبة الجامعة الإسلامية العالمية في ماليزيا مقتنعون بالخدمات التي تقدمها لهم مكتبة الجامعة. وأخيرا فإن هذا البحث قد ناقش التطبيقات من حيث الاتجاهات النظرية والعملية والإدارية، كما تم تقديم التوصيات والاقتراحات لإدارة مكتبة الجامعة لأجل التحسين في المستقبل .

APPROVAL PAGE

I certify that I have supervised and read this study and that in my opinion it conforms to acceptable standards of scholarly presentation and is fully adequate, in scope and quality, as a dissertation for the degree of Master of Education.



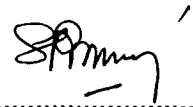
Hairudddin bin Mohd Ali
Supervisor

I certify that I have read this study and that in my opinion it conforms to acceptable standards of scholarly presentation and is fully adequate, in scope and quality, as a dissertation for the degree of Master of Education.



Mohyani Razikin
Examiner

This dissertation was submitted to the Institute of Education and is accepted as a partial fulfillment of the requirements for the degree of Master of Education.

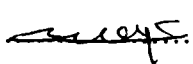


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DECLARATION

I hereby declare that this dissertation is the result of my own investigations, except where otherwise stated. I also declare that it has not been previously or concurrently submitted as a whole for any other degrees at IIUM or other institutions.

Abdiaziz Ahmed Ali

Signature.....

Date.....*27/12/2010*.....

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*In the name of Allah, the most beneficent, the most merciful
I would like to dedicate this work to my family:
To my parents; Mother Zeinab Omar Roble and Father Ahmed Ali Gedef who
were encouraging, praying and assisting me from my childhood to the present time.
I love you more than you will ever know; my wife Amal Ali Garuun, my beloved son
Anas Abdiaziz Ahmed for your patience. Thank you all.*

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TABLE OF CONTENTS

Abstract	ii
Arabic Abstract.....	iii
Approval Page	iv
Declaration Page.....	v
Copyright Page	vi
Dedication	vii
Acknowledgements.....	viii
List of Tables.....	xi
List of Figures	xii
List of Abbreviations	xiii
CHAPTER ONE: INTRODUCTION	1
Background of the Study.....	1
General theoretical model of the study	4
Statement of the problem	4
Research objectives.....	5
Research questions.....	6
Significant of the study	6
Limitation of the research	7
Definition of operational terms.....	7
CHAPTER TWO: LITERATURE REVIEW	9
Introduction	9
Concept of quality.....	9
Quality control	13
Quality assurance	14
Total quality management	14
TQM definitions	14
TQM principles and elements	17
TQM implementation in education settings.....	20
TQM implementation at universities: success story.....	22
Barriers of TQM in higher education	23
Relationship between TQM and library sciences	26
ISO9000 and library services.....	29
TQM implementation in library services	30
Barriers and challenges for implementation in library services.....	32
Theoretical framework of the study	34
Conclusion.....	37

CHAPTER THREE: RESEARCH METHODOLOGY.....	38
Introduction	38
Research design.....	38
Population.....	38
Sampling procedure.....	39
Instrumentation and data collection	40
Reliability index of the research.....	42
Data analysis method	44
Conclusion.....	46
CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATIONS.....	47
Introduction	47
Demographic Background of Respondents	47
Validity of Constructs	50
Reliability Analysis	50
Results Based on Research Questions	52
IIUM library's practice continuous improvement.....	52
IIUM library's focus on customer satisfaction.....	55
IIUM library's staff fast responding to their needs	57
IIUM library's communication services	58
IIUM library's staff practice teamwork culture	61
Conclusion.....	63
CHAPTER FIVE: DISCUSSION, SUMMARY, IMPLICATIONS RECOMMENDATIONS AND CONCLUSION	64
Introduction	64
Summary of the research.....	64
Discussions of Research findings.....	66
Implementation of Continuous Improvement in the library services.....	67
Focusing on Customer Satisfaction in library services	68
Responding Fast to the needs of students in library services	69
Involving Communication Services in the library	70
Practicing Teamwork Culture in the library services.....	71
Implications of the study	72
Theoretical Implication	72
Practical Implication	73
Managerial Implication	74
Recommendations for Further Research	77
Conclusion of the Research.....	78
BIBLIOGRAPHY	79
APPENDIX I: Research Instrument.....	84

LIST OF TABLES

<u>Table No.</u>	<u>Page No.</u>
2.1 Relationship between Library Science and TQM	28
3.1 Surveyed variables of the study before Pilot test	42
3.2 Continuous improvement items reliability	43
3.3 Customer satisfaction items reliability	43
3.4 Fast response items reliability	43
3.5 Communication services items reliability	44
3.5 Teamwork culture practice items reliability	44
4.1 Demographic background of respondents	48
4.2 Reliability of the constructs	51
4.3 Descriptive statistics for research Question One	53
4.4 Descriptive statistics for research Question Two	55
4.5 Descriptive statistics for research Question Three	57
4.6 Descriptive statistics for research Question Four	59
4.7 Descriptive statistics for research Question Five	61

LIST OF FIGURES

<u>Figure No.</u>	<u>Page No.</u>
1.1 General Conceptual Model of the study	4
2.1 Theoretical Framework of the study	34

LIST OF ABBREVIATIONS

TQM	Total Quality Management	1
LS	Library Services	4
CI	Continuous Improvement	4
CS	Customer Satisfaction	4
FR	Fast Response	4
COS	Communication Services	4
TCP	Teamwork Culture Practicing	4
IIUM	International Islamic University Malaysia	8
QC	Quality Control	13
QA	Quality Assurance	14
CPS	Centre of Postgraduate Studies	38
SD	Standard Deviation	53
M	Mean	53

CHAPTER ONE

INTRODUCTION

BACKGROUND OF THE STUDY

Generally, quality is a dynamic idea and exact definitions are not particularly helpful. It has a variety of contradictory meaning as it implies different things to different people (Sallis, 1993). Despite this, everyone is in favour of providing quality education. Hence, quality of education will improve when administrators, lecturers, staff and university board members develop good attitudes that focus on leadership, teamwork, cooperation, accountability and recognition (Arcaro, 1995).

Consequently, quality operations in library service and customer satisfaction require competent administrators with well equipped knowledge and skills. Hence, library management is required to explore all possible resources including staff, technology, references, budget, time, performance, human talents, materials, researches, theories, activities, leadership behaviors, and so on in order to ensure improvement, satisfaction, efficiency, effectiveness, and excellent performance are delivered to the daily encounter customers at large as well as to respond to the university needs, vision and mission and to meet the growing expectations of society.

The concept of quality originated in Japan and later moved to the USA and UK, initially in the manufacturing sector. Since then, the total quality management (TQM) philosophy has been growing fast and has taken a shape in series of international standards in the ISO 90000 series. This philosophy has being applied in various sectors, including libraries (Moghaddam and Moballeghi, 2008).

In defining TQM Talukder and Ghosh (2004) had this to say:

TQM is the art of managing the whole organization to achieve excellence. The golden rule is a simple but effective way to explain it. TQM is defined as both a philosophy and a set of guiding principles that represent the foundations of a continuously improving organization. It is the application of qualitative methods and human resources to improve all the processes within an organization and exceed customer needs now and in the future. TQM integrates fundamental management techniques, existing improvements, and technical tools under a disciplined approach.

TQM is used to describe two slightly different but related notions. The first is a philosophy of continuous improvement. The second uses TQM to describe the tools and techniques, such as brainstorming and force-field analysis which are used to put quality improvement into action. TQM is both a mind-set and a set of practical activities- and attitude of mind as well as a method of promoting continuous improvement. Based on the above statement, TQM is about always trying to do things right first time and every time rather than occasionally checking if they things gone wrong (Sallis, 1993).

The significance of TQM is that its principles include almost all the basic elements of management, from customers to employees, from daily operations to long-term thinking and commitment. This comprehensiveness makes TQM almost a tool that embraces all aspects and permeates all levels of the organization (Leonard and Madam, 2002). However, this does not mean that TQM is a perfect ready-made package that any organization can use without reservation. Depending on individual libraries as they face specific issues, TQM should be adapted accordingly instead of being adopted totally. This is probably the best lesson that any organization eager for change should learn from either their own or others' experiences.

TQM has direct relationship with library management and customer services. Hence, library service managers have long recognized the need for customer

orientation that is inherent in the TQM philosophy and some have sought to implement TQM. In addition, customer care and other customer focused programs have been used in training the library staff who are in direct contact with the public (Rowley, 1996).

Moghaddam and Moballeghi (2008) claim that library managers these days are deluged with advice as to how to acquire and organize learning resources and satisfy the complex needs of their users. To achieve this, the services offered accordingly, have to be internally efficient and externally effective. As a result, TQM becomes relevant in the management of library services.

Due to The emergence of the globalization era, competition has become intense in various fields of human endeavor which includes administration. It has become imperative or relevant to conduct a survey on how TQM values are practiced in academic library influence or affect student learning process. Carrying out a research in a specific field and testing the result and outcomes of a particular issue are ways that have enabled scholars to identify the strengths and weaknesses of a particular field of knowledge. Hence, this research will investigate the implementation of TQM values in IIUM library services as perceived by the students.

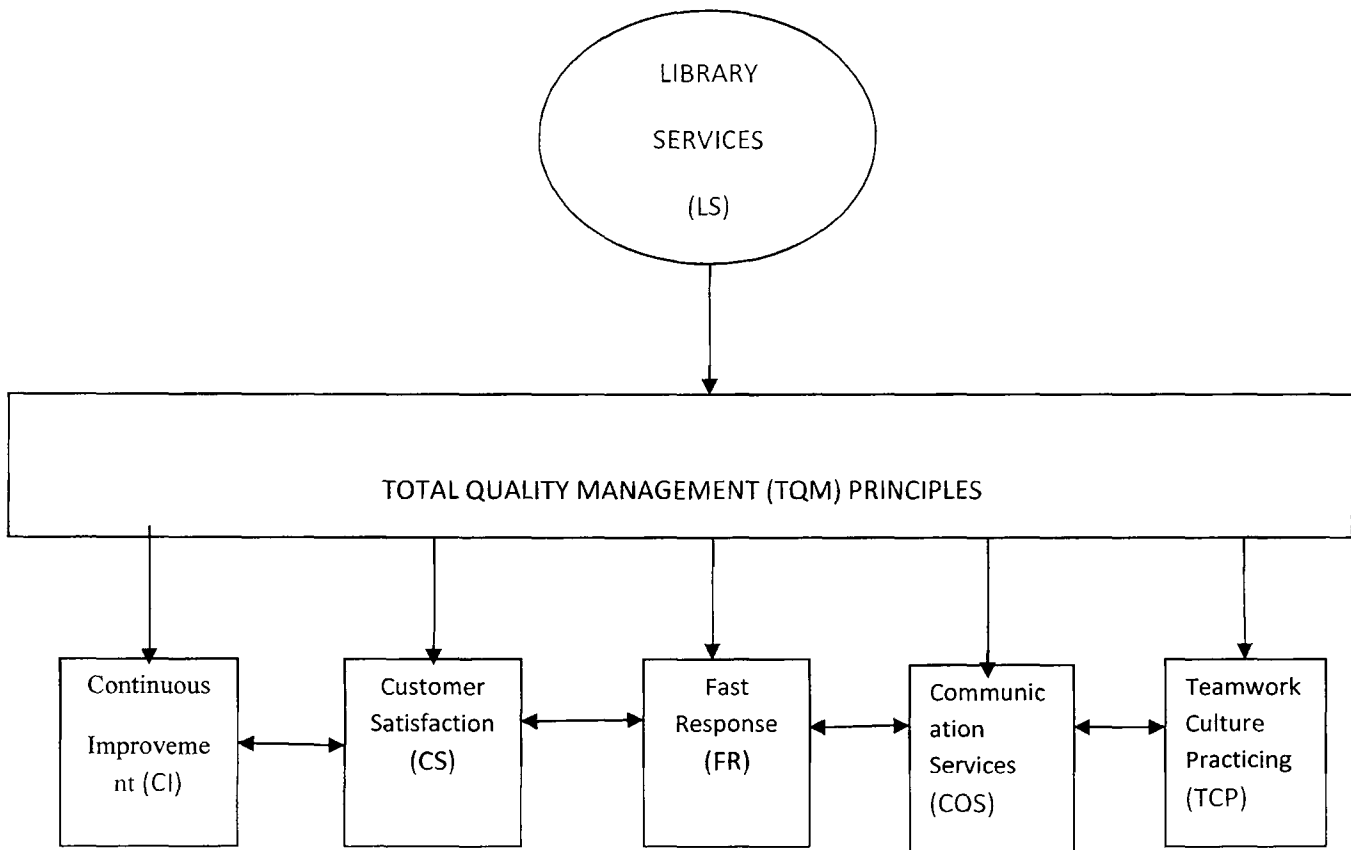


Figure 1.1: General theoretical model of the study

Source: Adapted from Crosby (1979), Deming (1986), Sallis (1993) and (2002), Whitlatch (2003).

STATEMENT OF THE PROBLEM

Today, the most important target for every organization is how to meet the demand for higher quality products and services. To be able to cope with these needs, it is essential for all managers to undergo and receive training and understanding of quality management (V.H.Y and Sculli, 1996).

TQM system has been practiced for some time but yet there is little evidence of significant interest in this area of TQM in librarianship literature. Hence, TQM literature appears to be very little especially its application to library sciences as mentioned by (Butterwick, 1993). That is the situation of TQM implementation in the library at the international level. Looking at Malaysia in general and IUM library in

particularly, there is no published research in this area of total quality management with regard to library services.

On the other hand, since TQM is a guideline to improve quality, the question is whether the objectives of TQM in library services have really being met. If the IIUM library administrators apply TQM thoroughly, the point here is whether the implementation of TQM really contributes to students' satisfaction. Hence, this research intends to investigate the perception of the students towards the quality of services delivered by the IIUM library management according to TQM principles. The findings of this research will be beneficial to the students and will help library management to improve the quality of service which in turn influences students' satisfaction.

RESEARCH OBJECTIVES

Generally, the main objective of this research is to investigate students' perception about TQM implementation in IIUM library based on TQM principles. The other objectives are listed as follows:

1. To determine to what extent IIUM library management practices continuous improvement.
2. To investigate to what extent IIUM library management focuses on customer satisfaction in their services.
3. To examine how fast IIUM library staff responds to the needs of customers.
4. To identify the perception of the students towards IIUM library communication services.
5. To examine if there is a teamwork culture among IIUM employees in serving to students.

RESEARCH QUESTIONS

To achieve the above objectives, the research questions are:

1. To what extent does IIUM library management practice continuous improvement?
2. To what extent does IIUM library management focus on customer satisfaction in their services?
3. How fast do IIUM library staff respond to the needs of customers?
4. What are IIUM students' perceptions towards IIUM library's communication services?
5. Is there a teamwork culture among IIUM employees in serving the students?

SIGNIFICANCE OF THE STUDY

The importance of this study is to get a clear understanding of implementation TQM values in higher education library and to determine students' perception towards TQM principles practicing in library. The findings of this research will assist in discerning those who contribute much towards library services in educational institutions, especially administrators, policy makers, employees and staff.

For library administration, the findings of this study might be useful as a guideline in serving administrative work successfully with effectiveness and excellence. To the university in general and IIUM library administration services improvement and customer satisfaction in particularly, it will provide crucial information, techniques, and clear picture in terms of quality improvement and students' satisfaction factors so as to make adjustment to IIUM library service quality where necessary with the objective of satisfying its customers. For the students the research is essential and very useful to portray their perception towards the quality

services of IIUM library as they encounter it every day. It is also believed that the findings of this research will enhance the service quality literature particularly with regard to the quality of services delivered by a library of higher education.

LIMITATION OF THE RESEARCH

The research is limited to studying IIUM library services and students' perception in light of TQM principles. Several selected students comprising the undergraduates and postgraduates of IIUM will be considered as respondents of this study. As such, no comparison will be made with other universities or organizations. Therefore, this research only examines the status of quality management services in IIUM main library as perceived by the students. The data of the study excluded Institute of Islamic Banking and Finance students, International Institute of Islamic Thought & Civilization students, as well as all pre-sessional and bridging programs students. Students at other campuses of IIUM are also excluded.

DEFINITION OF OPERATIONAL TERMS

IIUM: International Islamic University Malaysia.

Continuous Improvement: Continuous improvement plan is a set of activities designed to bring gradual, but continual improvement to a process through constant review.

Quality: Quality in this study refers to the process of bringing positive changes for excellent performance in administrative works at IIUM library or it is a kind of goodness or worth.

Library: A building, room or organization which has a collection, especially of books, for people to read or borrow usually without payment.

Total Quality Management: A system of continuous improvement employing participative management and centered on the needs of customers.

Customer Satisfaction: A degree to which customer expectations of a product or service are met or exceeded.

Library Services: Services that library provides to customers including: borrowing services, computers use, reference services and so on.

Quality Management: The aspect of overall management function that determines and implements the quality policy.

CHAPTER TWO

LITERATURE REVIEW

INTRODUCTION

The literature review chapter aims to provide the theoretical foundation of the study. Hence, this chapter discusses the following themes: concept of quality, quality control, quality assurance, and total quality management, followed by TQM definitions, TQM principles and elements. Subsequently, it provides the literature of TQM implementation in education setting. Finally, this chapter will be concluded by explanation the relationship between TQM and library management services as well as TQM implementation in library services, barriers and challenges for TQM implementation in library services.

CONCEPT OF QUALITY

According to Sallis (2002), quality has a variety of ambiguous and contradictory meaning. Much confusion over the meaning of quality arises because it can be used as both an absolute and a relative concept. Using quality as an absolute concept is similar in nature to goodness, beauty and truth. It is an ideal in which there can be no compromise. Thus, things that exhibit quality are of the highest possible standard that cannot be surpassed.

The notion of quality as a relative concept not as an attribute of a product or service, but as something which is attributed to it – the quality in this sense is about being between good and excellence- quality in this sense is measured against criteria. It is an end in itself, but means by which the end products are judged as being up to standard (Sallis, 2002).

Quality generally, is a dynamic idea and exact definitions are not particularly helpful. It has a variety of contradictory meanings and it implies different things to different people but everyone is in favour of providing quality education. Hence, the quality of education will improve when administrators, lecturers, staff and university board members develop good attitudes that focus on leadership, teamwork, cooperation, accountability and recognition (Arcaro, 1995).

In the concept of quality, Deming (1986) produced his famous 14 points to provide the guidelines for managing quality. They are a mixture of important management principles and insights into employee psychology. They are his blueprints for the development of quality culture. His emphasis throughout is on prevention rather than cure.

1. Create constancy of purpose for improvement of product and service, with the aim to become competitive and to stay in business and to provide jobs. Deming believes that many organizations have only short term goals and are not looking 20-30 years ahead. They need to have long term plans based on a vision for the future and new innovations. They should seek to meet the constantly changing needs of their customers (Sallis, 1993).
2. Adopt new philosophy. Organizations can no longer compete if they continue to accept delays, mistakes, defective materials and faulty products. They have to make the shift and adopt new ways of working.
3. Cease dependence of mass inspection to achieve quality. Inspection does not improve or guarantee quality. Instead, Deming argues management should provide their staff with training in the statistical tools and techniques necessary for them to monitor and develop their own quality.

4. End the practice of awarding business on the basis of price. For Deming price has no meaning when a measure of quality is being purchased. The practice of awarding contracts solely to the lowest bidder can lead to expensive mistakes. This is particularly the case when a large value of the product is supplied from outside contractors. The quality of the end product is dependent on the quality of the input. The total quality method is to develop close and long term relationship with the small number of suppliers and preferably a single supplier, and to work with them on the quality of components.
5. Improve constantly and forever the system of production and service, as it means to decrease costs. It is the task of management to lead the improvement process and ensure that there is continual process of improvement in the operation.
6. Institute training on the job. The biggest waste in an organization is failure to use the talents of its people properly. Spending on training the work force is important, but it is equally importance to train against a fix standard of what is acceptable work. Training is a powerful tool of quality improvement.
7. Institute leadership. Deming says that the job of management is not supervision but leadership. This means a shift away from traditional management concerned with outcomes - performance indicators, specifications and appraisals - and a move towards a leadership role which encourages improvements to the process of producing better goods and services.
8. Drive out fear so that everyone may work effectively for the company. Security is the basis on which staff motivation depends. Deming believes that people genuinely want to do a good job providing they work in an environment which encourages them.