

ADRRI JOURNAL OF ARTS AND SOCIAL SCIENCES



ADRRI JOURNALS (www.adrri.org)

E-ISSN: 2343-6891 VOL. 17, No. 3 (5), January, 2020

Adopting Total Quality Management (TQM) Practices in Academic Libraries in Ghana: Proposal of Edward's Achievement of Quality Performance (EAfQP) Model

Asante Edward¹, Andoh-Kwaw Ronald² and Owusu Kwakye Joseph³

¹Senior Assistant Librarian, Koforidua Technical University, P.O.Box 981 Koforidua, Ghana. Email: eddieasante59@gmail.com

²Ag. Librarian, Enchi College of Education. Email: rorhema@gmail.com

³Research Consultant Jamasi –Ashanti. Email: okwaki@gmail.com

¹**Correspondence:** eddieasante59@gmail.com

Available Online: 31st January, 2020

URL: <https://www.journals.adrri.org/>

[Cite article as: Edward, A., Andoh-Kwaw, R. and Joseph, O. K. (2020). **Adopting Total Quality Management (TQM) Practices in Academic Libraries in Ghana: Proposal of Edward's Achievement of Quality Performance (EAfQP) Model**. ADRRI Journal of Arts and Social Sciences, Ghana: Vol. 17, No.3 (5), Pp.16-25, E-ISSN: 2343-6891, 31st January, 2020.]

Abstract

In the pursuit of achieving quality performance in academic libraries there is the need to adopt an appropriate model for total quality management. This review demonstrates how the adoption of a management model could result in quality performance in academic libraries. A TQM model known as EAfQP model has been proposed and illustrated how quality performance could be achieved in academic libraries in Ghana. The model illustrates certain critical success factors (top management, training, innovation, customer focus, process and human resource management, and organisational culture) could be integrated in an academic library environment to achieve quality performance.

Keywords: models, theories, conceptual model, TQM model, EAfQP model, quality performance model

INTRODUCTION

There are several approaches that are applicable for the quality management of academic libraries. Among them are the human performance technology model (HPT), high performance working model (HPW), adult learning model (ALM) and staff development cost model (SDCM) as well as the service quality (SERQUAL) model. Though these models have been used in the quality management of academic libraries, the challenge is that none of these have completely benefitted the whole library system with regards to quality performance. This is because of deficiencies in the adoption of some of these models. The deficiencies in these models, including the high demand by the current era of quality management in service organizations, and the need for a modern and strategic approach to obtain results and increase performance in all service organizations including academic libraries, have necessitated the choice of TQM implementation (Fatemi, Wei & Moayerfard 2016) hence the study advocating for the adopting of quality performance model that will enhance TQM implementation practices in academic libraries in Ghana.

Ngulube, Mathipa and Gumbo (2015) emphasized that the building blocks of theory are models, concepts, constructs and propositions. According to the authors a precise difference between concepts and constructs is hard to come by. Ngulube *et al* (2015) hold

the view that it may not be conceptually correct to use theories and models interchangeably. Models are the main route for researchers to conceptual frameworks, while theories lead to theoretical frameworks. A theory predicts or explains a phenomenon while a model merely describes it. A model can be used to depict a theory. Models are used by theorists to simplify their view of reality by outlining characteristics that are relevant to the problem to be investigated to operationalize the nature of relationships among concepts (Ngulube, 2018). Theories are used to explain, forecast, and comprehend phenomena. Usually, they are used to test and encompass prevalent knowledge within the limits of critical bounding assumptions. A theoretical framework is the pattern that can support a theory of a research study. In other words, it introduces and defines the theory that clarifies why the research problem under study exists (Swanson, 2013).

A theoretical framework is also a theory that a researcher chooses to guide the study. To state it differently, a theoretical framework is the application of a theory, or a set of perceptions drawn from one and the same theory, to offer a justification for an event or shed light on a research problem (Imenda, 2014). A theoretical framework is a conceptual model of how one makes sense of the relationships among the several factors that have been identified as important to the problem (Saleh & Hasan, 2010). A conceptual framework comprises of concepts that inform a research project. The concepts are generally represented diagrammatically showing the relationship between concepts. In

other words, a conceptual framework maps the concepts that are explored in a research project. It is a framework that includes concepts that guide the research, and data collection and analysis (Ngulube, 2018). Conceptual or theoretical framework form the basis of research in recent times. The ignorance of a conceptual or theoretical framework could result in creating gaps in the study findings. Theorizing and conceptual framing provides an in-depth understanding and explanation of processes, actions, events and structures related to a discipline (Ngulube, 2018).

Though some researchers (Maxwell 2013; Ocholla & Le Roux 2011) argue that theoretical framework and conceptual framework can be used interchangeably, others have different views. Authors such as Ravitch and Riggan (2012) hold the opinion that the theoretical framework is an aspect of the conceptual framework. The use of one theory suggests a theoretical model while the adoption of two or more depicts a conceptual model (Ngulube, 2018). In this regard, the conceptual model is proposed to enhance the implementation of TQM practices in Technical University Libraries (TULs) in the Ghanaian context. Basically, a conceptual model can be characterized as a motivation for selecting concepts and linking them to a research problem. It illustrates a set of concepts and aspects of theories that assist in establishing coherence in research. A conceptual model is less developed than theories. It gives direction to research. A conceptual model is mostly a diagrammatic representation of concepts and their relationship in a specific research context and linking abstractions to empirical data (Ngulube *et al*, 2015). The conceptual model is based on a comprehensive literature review, designed to define the research concepts as well as illustrate the practices of TQM. The available literature demonstrate that the adoption of TQM model should capture some critical success factors such top management commitment, employee training, employee innovation, customer

focus, organisational culture, process and human resource management, effective communication, strategic planning and teamwork.

The objective of the study is to proposed workable model to enhance the smooth implementation of TQM practices in academic libraries in Ghana focusing on TULs.

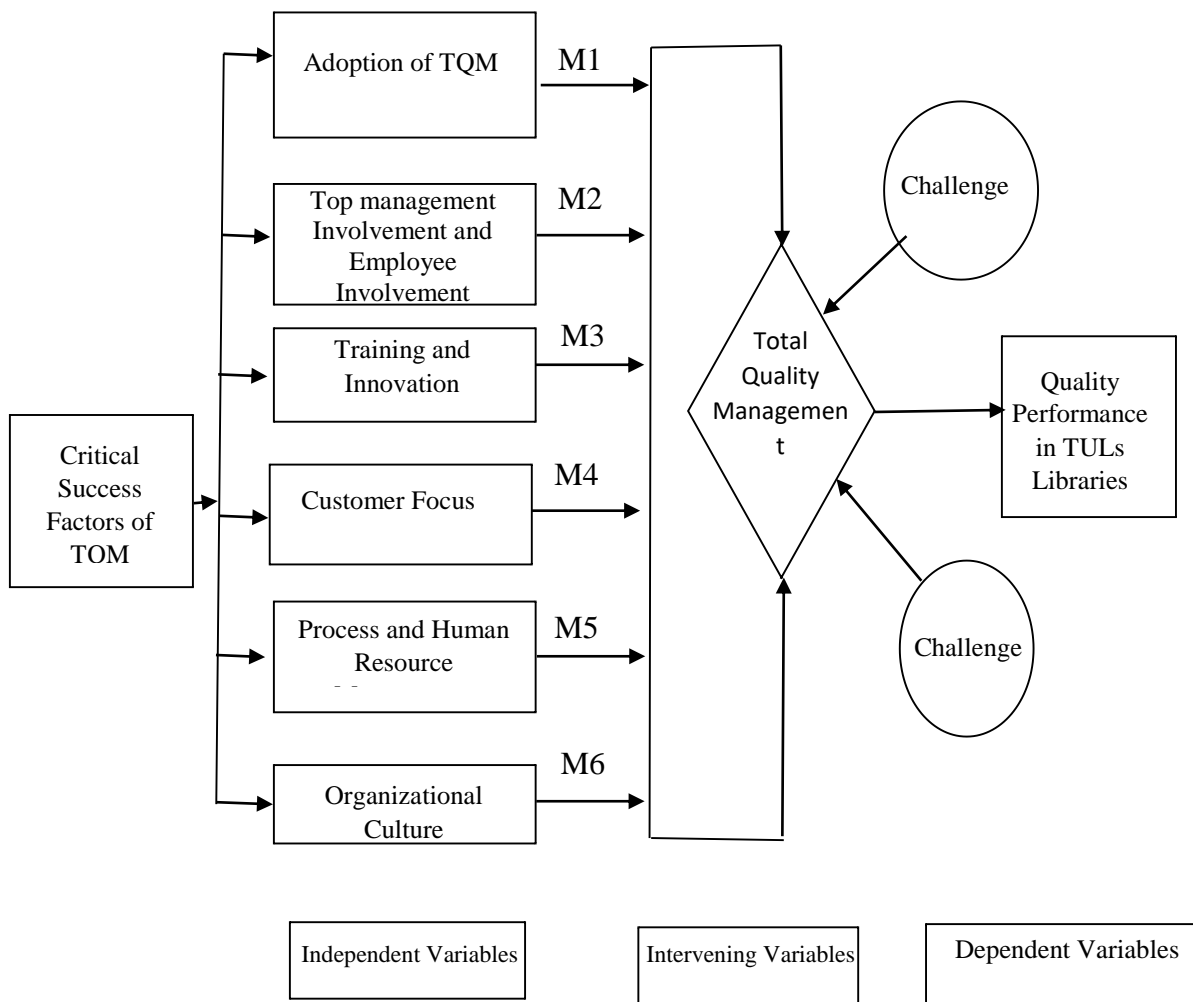


Figure 1: Research Model

Source: Author's own construct, 2019

Taking the academic library as a system in operation, the implementation of a total quality management technique like TQM requires the adoption of appropriate models or theories that may result in effective and efficient organizational performance. In the process of implementing the total quality management techniques and quality assurance issues in the academic library, there are or may be some challenges or barriers that could act against or impede the process of implementation. The implementation of TQM practices is not just an overnight process. The process is inherently characterized by high cost, resistance to change, topmanagement commitment and employee involvement. Teamwork, training and innovation, customer focus, process and human resource management among others may account for the success or failure of the system. The independent variables were the critical success factors such as topmanagement commitment and employee involvement, employee training, employee innovation, customer focus, process and human resource management and organisational culture, effective communication, strategic planning and teamwork and the dependent variable is TQM.

In the process of implementing the critical success factors, there is the need to adopt models or theories that could bring results or help to realize TQM approach that could lead to quality performance in the academic library. In the implementation process, challenges are not isolated in the system. In the pursuits of this there are challenges either internal or external forces that may act against the process. Some of the challenge's peculiar to an academic library environment are lack of topmanagement commitment and employee involvement, poor motivation and job satisfaction among team players, lack of pre-service and in-service training, understaffing, role ambiguity, poor documentation of records, poor and ineffective communication and static organisational culture. The result

within the system is expected to provide a resultant force which is quality performance (dependent variable). For quality performance or organisational performance to occur in an academic library system, it depends on certain critical success factors as mentioned earlier on. In this case, they are the independent variables indicated. These variables influence the occurrence or recognition of quality performance (dependent variable). The study appraised how the dependent variable was influence by the independent variables - whether positive or negative - in an academic library setting.

2. The Proposed Model (Edward's Achievement of Quality Performance Model (EAfQP Model))

As a matter of concern it is prudent to have a conceptual model for the articulation of TQM in the academic library in the TULs in Ghana. In the illustration of innovation, in this regard, a conceptual model preferably to be known simply as Edward's Achievement of Quality Performance Model (EAfQP Model) is highly proposed by the researcher. The proposed model illustrates how the critical success factors such as could enhance the implementation of TQM practices. The implementation of TQM is not a one touch process. The implementation is associated with challenges. Among the challenges are lack of top management commitment, lack of adequate funding, lack of facilities, absence of strategic plan, absence of training and innovation, time and cost management as well as disability facilities in the TULs in Ghana. The proposed model is illustrated in Figure

2

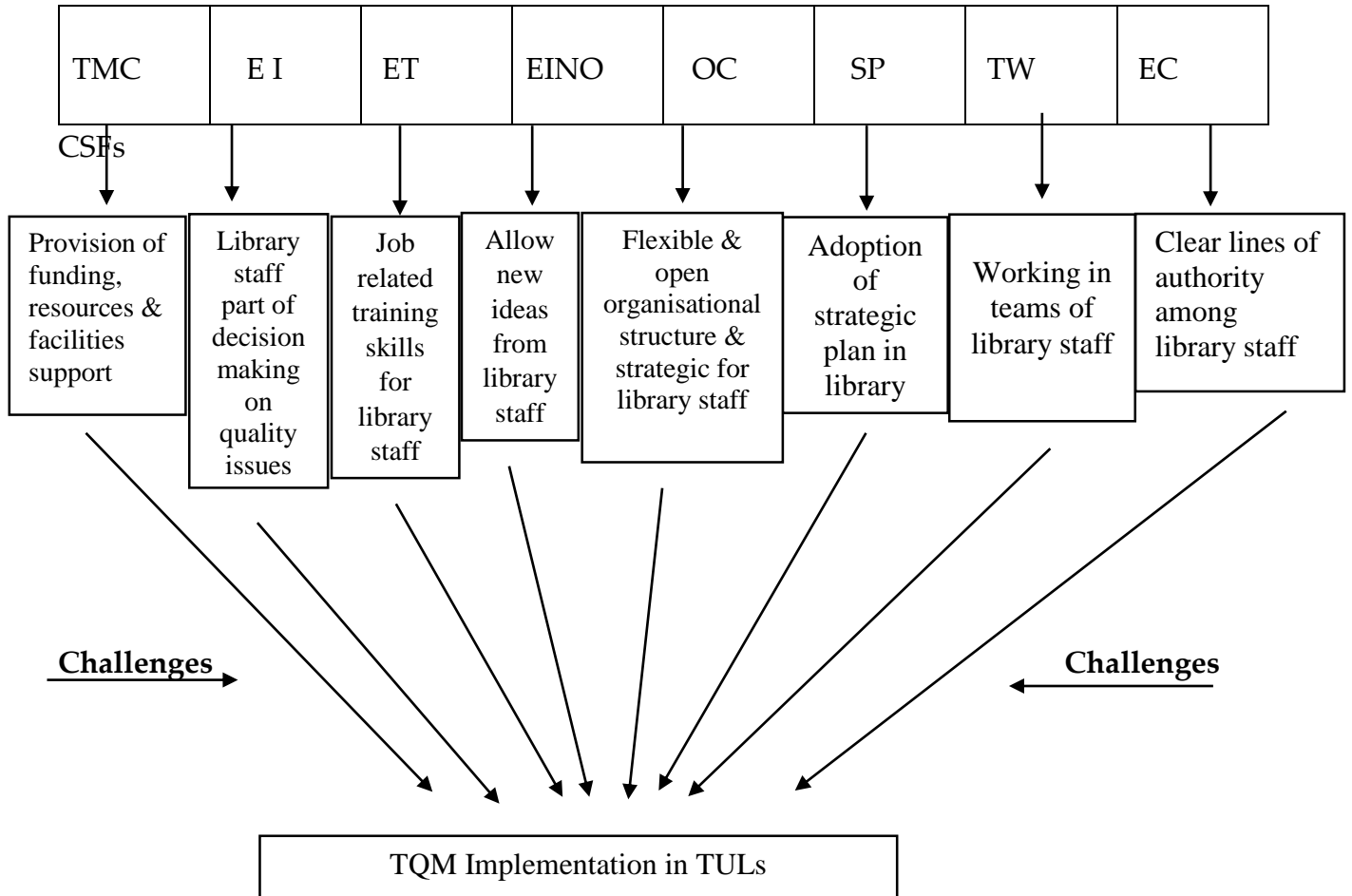


Figure 2: EAfQP Model

Source: Authors own innovation, 2019

CONCLUSIONS AND RECOMMENDATIONS

The adoption of a model for TQM implementation in academic in Ghana is late overdue. When all the critical success factors proposed in the model are interrelated and integrated in an academic library environment it is anticipated a good result could be achieve with

respect to quality performance. These are top management commitment (TMC), employee involvement (EI), employee training (ET), employee innovation (EINO), human resource management (HRM), customer focus (CF), organisational culture (OC), effective communication (EC), strategic planning (SP) and teamwork (TW). From the foregoing discussion it is prudent for the proposal of a model to be used in the academic libraries in Ghana. In this regard a conceptual model known as Edward's Achievement of Quality Performance Model (EAfQP) is proposed to be used in academic libraries in Ghana.

REFERENCES

- Imenda, S. (2014). Is there a conceptual difference between theoretical and conceptual frameworks? *Journal of Social Science* 38(2): 185-195.
- Maxwell, J. A. (2013). *Qualitative research design: An interactive approach* 3rd. Thousand Oaks, CA: Sage.
- Ngulube, P. (2018). *Addressing the challenges of using conceptual and theoretical framework in heritage management and preservation*. Hershey, PA: IGI Global (in press).
- Ngulube, P. (2015). Trends in research methodological procedures used in knowledge management studies. *African Journal of Library, Archive and Information Science* 25(2): 125-143.
- Ngulube, P, Mathipa, ER & Gumbo, MT. (2015). Theoretical and conceptual framework in social sciences. In Mathipa, ER. & Gumbo, MT (eds), *Addressing research challenge making headway for developing researchers*. Noordwyork: Mosala-Maseddi Publishing and Booksellers.

- Ngulube, P. & Ngulube, B. (2015). Mixed methods research in the South African Journal of Economic and Management Sciences: An investigation of trends in the literature. *The South African Journal of Economic and Management Sciences*, 18 (1): 1-13.
- Ocholla, DNS & Le Roux, J. (2011). Conceptions and misconceptions of theoretical framework in library and information science research: A case study of selected thesis and from Eastern Southern Africa Uni. *Mousaion* 29(2): 61-74.
- Ravitch, SM & Riggan, M. (2012). *Reasons and rigor: How conceptual framework guide research*. Thousand Oaks: Sage.
- Saleh, M & Hasan, J. M. (2015). Evaluating impacts and role of TQM practices on organisation performance of public sector in Iraqi government. *International Journal of Internet of Things* 4(1A):7-5.
- Swanson, KM. (2013). Empirical development of a middle range theory of nursing. In: Smith, M.C., Turkel, M.C. and Wolf, Z.R., Eds., *Caring in Nursing Classics. An essential Im resource*, Springer, New York, 211-221.