Abstract
The aim of this research is to study the guideline which develops the academic library into a quality organization. The objectives of this study are (1) to study the features of the academic library as a quality organization (2) to study the factors and related parameters affecting the development of the academic library to be a quality organization; and (3) to find the pathway to develop a academic library into a quality organization.

There are three periods of data collection. The first period was to review the features of the academic library as a quality organization and the factors affecting the development of such issues by using an in-depth interview with the experts and related people. The second period was the empirical study of academic libraries in the framework of quality organizations including the development factors by using questionnaires with the groups of administrators and the staff which involved 180 people from 56 libraries from government and private universities. The third period analyzed the findings from the first and second periods to define characteristics of quality organizations for academic library and determine the pathways to build a quality organization. Finally, the results from the research study will be affirmed by the professionals and related people.

From the study, there are seven features to consider the academic library as a quality organization: (1) standard (2) physical sources (3) human resources (4) financial resources (5) information resources (6) work process; and (7) excellence service.

In addition, there are also seven factors to develop an education library into a quality organization: (1) leaders (2) staff (3) policies (4) budget (5) users (6) cooperation; and (7) organization cultures. Nonetheless, the research findings are still in the process of features defining and affirmation by the professionals and related people.

Keywords: Academic Library, Quality organization, Academic library development.

Background and Significance of the Problem
Higher education is the most significant in terms of education of the country. In the 20th Century when the society and the economy changed into the ‘Knowledge-Based Society and Economy’, ‘human resource’ has become a center of information and knowledge development and distribution for adjustment with the changing environment. Therefore, the higher education institutions play the important role in human resource development to serve the needs of improving the efficiency and quality in all aspects of the people in the country. (W. Intornpinthuwat, 1998; Office of National Education Council, 1999; Office of National Education Council, 2001; S. Kamman, 2001; T. Sirisampan, 2006)

According to the analysis of the current situation of higher education in Thailand, it was found that there is a crisis in both quality and quantity. Though the quantity has shown great increase, the quality has been decreasing dramatically with the result that ‘Knowledge-Based Society and Economy’ still cannot be achieved as the goal. The higher education institutions need to reform and develop both the teaching approach and educational management due to the requirement of the state’s education reformation policy that aims to create the required human resources. (Office of National Education Council, 1998; Office of Higher Education Council, 2001).

Due to this requirement, Ministry of University Affairs has declared the policies and means of Educational Quality Assurance of the higher education institutions to maintain and control the standard and quality of higher education. In this matter, the library is one of the key factors of this development (Ministry of University Affair, 1997) as a center of learning for learners, teachers, and researchers. Thus, the library is a significant part of the educational organization which contributes and supports the learning environment resulting learning achievement. (Owusu-Ansah, 2001 Simmond and Syd, 2001). Therefore, all aspects concerning development and quality achievement are crucial since the quality of the library is one of the key factors in higher education institutions primary development. (P. Thongroj, 1998).
However, in Thailand, the libraries in many higher education institutions are faced with a lot of problems such as information explosion, advanced technology, and several new-born media. The problems include the reduction of budgets, increased workloads, an increasing number of courses and students, and the changes in user’s behavior. These elements have a great impact on library management. From the study about the development, there are many points that needed to be improved: management, service, information sources, and personnel sources. (T. Boonyasopon, et.al., 2003; S. Srisa-ard, 2001, A. Prakorbpol, 2000, J. Kimakom, 2001, B. Piskhoomthong, 2004, W. Thapanawongsanti, 2004)

The stated problems are very important and require proper solutions which aim at quality improvement. All of the library administrators are considerably concerned about this. They have setup a committee called Higher Education Institution Library Development committee to define the academic library standard and the work has initiated on new schemes of improving and developing through a quality assurance system. (A. Prakorbpol, 2001). Nonetheless, according to the study, there are other problems relating to the quality assurance system since it is a brand new scheme; moreover, time, budget, and skilled people are greatly required ( M, Praditteea, 2001, A. Chandaraprasat, 2001). From this picture, it can be inferred that in terms of quality assurance, ideas still remain unclear, altogether with the lack of experience of doing so or whether it will really work or not. The idea of changing into a ‘Quality Organization’ is one option to create the compatible and sustainable organization.

From the review of related literatures, one observes that there is not a great deal of research and study concerning quality organization. Rodriguez (1999) suggested that it is a world of competition right now that every single organization emphasized the importance of quality. Though, the term ‘quality’ has been defined, none of the appropriate explanations could describe what ‘Quality Organization’ is. According to the literatures about quality organization, the major features of quality organization are as follows: (1) standard organization (2) well-organized information system (3) efficient and achievement oriented (4) customer/user oriented (5) learning organization (6) personnel participatory oriented (7) culture oriented, and (8) cooperation (Rodriguez, 1999, N. Khejornan, et.al, 2003, W. Simachokedee, 1999, T. Lorsuwanantar, 2004, C. Jindawilak, 2004).

The idea of Quality Organization; hence, could be useful to adapt to the development for the academic library because, notwithstanding, there is no research about the academic library as a quality organization. Here, the significant questions are, ‘what are the features of the academic library as a quality organization?’, and ‘what should be done to get it into the quality organization?’ Innovation must be implemented in such a change. This research will be advantageous for many people in the field to plan for improvement and development so that the academic library will grow and develop successfully.

**Research Objectives**
- To study the features of the academic library as a quality organization
- To study the factors and parameters affected in the development of the academic library as a quality organization
- To study the guidelines of making the academic library as a quality organization

**Related literature reviews**

**Current situation of the academic library**

The advancement of technology brings about great changes in both number and ways to access information. The increasing amount of data has produced the information explosion phenomenon. It makes the work of information scientists difficult because information is incredibly endless. A library has the important missions to collect, analyze, summarize, scrutinize, and codify information so that the users can easily find and utilize it. Computer use was limited in the past. Nowadays, wireless hi-fi speed Internet has connected people all around the world instantly with no limitation of places and users; thus, information has turned into digital media information flow. It is not only easy-to-access, convenient, and fast, but also enables people to read, listen and watch. (Bolles, 1999, C. Wongprasert, 2002).

The academic libraries have implemented new ideology in their work. From the earlier concept of the ownership system that mainly focused on the accumulation of information resources. It has turned into a new perspective of becoming more accessible in three aspects: the first one is information concerning resources management to be easy to assess and a wider range of information. The second is service management which aims to create the sustainable resources. Also, there must be availability of the resources which should be accessible from anywhere, anytime. The third is user management so that the library would no longer be the rigid center of information provision, but the user can access the information from anywhere. The authority is shifted from the resource owner to the user. (Stuart, 1997) This ideology has an impact on the interests of the administrators and researchers to reconsider library management that leads to the process of quality assurance in order to respond to user’s needs. (Hernon, 2002, Nitecki, 1996).

**Quality organization**

Prof. Peter F.Drucker, a management science specialist and the business counselor for the world’s leading business organizations, from the Graduate Business School, New York University has studied about management science since 1930. He found that
the traditional management approach is not suitable for the modern world since the old one has a lot of limitations. He said that the management sciences need an urgent change which became a basis of ‘Modern Management.’ According to Prof. Drucker, the growth and expansion of organizations in the 20th Century have reached far beyond the business area and go into non-business sectors such as government or education. The traditional management structure was exclusively made for running business organizations; therefore, it is too archaic and probably causing damage to the running of modern organizations. Especially in the 21st Century, the growth of management sciences tend to be applied to a bigger variety of organizations than before, so there must be substantial consideration of the proper management approach into four areas: management methodology, organization, leadership, and innovation. (Drucker, 1999)

The new perspective on organization management should be more open-style using systematical management tools. Organizations are more concerned about the relations between inside and outside the organization that impact on the operation of the organization. Also, the organization on-the-move is an idea that encourages more working with the environment. A system is a mechanism to drive the whole sections work successfully.

The systems are:

1) Input: put more efficient, effective, and related resources to the organization’s development which are: physical resources, human resources, monetary resources, and information and technology resources

2) Process: the procedure that transforms the input into output including staff activities, management activities, technology and operation systems, and production

3) Output: the final outcomes of the transformation that respond to the needs of users including products and services; financial outcomes, operation results, working staff, user’s satisfaction, and the management situation

4) Feedback: collection of data of the situation and outcome of the organization used for future improvement of input and process systems

The management specialists and theorists suggested techniques and strategies should be used in modern organization management, i.e. strategic management which emphasizes the relationship between organization and environment as a whole. They suggested that the only way to survive change and competition in the modern world is to become a learning-based society organization. It is unavoidable to work even closer with the environment. The ultimate goal is high achievement of the organization. (P. Phujaroon, 2004, S. Serirat, et al., 1999, G.; Chalermmiprasert, 2003, Marquardt, 1994)

**Quality organization**: The quality specialist and theorists defined the term ‘quality’ as an accordance; requirement fulfillment; producing satisfaction for the customers by using products, services, or standard goods; creating zero mistakes; cost effectiveness; a well-designed development plan; selling products to the market place through to post-selling services. They are all required to perform perfectly. (Crosby, 1961, Deming, 2004, Juran, 1980)

Quality is the concern of whatever kinds of organizations, it is absolutely crucial since ‘quality’ indicates the success of the organization. Therefore, every organizations aim is to achieve the goal of becoming a ‘Quality Organization.’ As mentioned previously, a quality organization requires quality management at every stage and level. It is not rigid; in contrast, it is high dynamic. Although, the concrete criterion for clarifying a quality organization has remained unclear, a review of both domestic and international documents on quality organization could provide some interesting thoughts. (Crosby, 1979, Fairfield-Sonn, 2000, Rodriguez, 1999, N. Khejornnan, et.al., 2003, W. Simachokedee, 1999, T. Lorsuwannarat, 2004, C. Jindawilak, 2004)

**Quality organization**: There must be the setting of benchmark and regulations that are used to measure the organization’s operation

**Information system management organization**: It is a key feature of any quality organization to have information system management since the organization needs to examine the validity of information in order to improve planning, analyzing, making decisions, scrutinizing, and reporting. Information systems are also very important for error detection and operation achievement analysis. The organization, thus, needs to collect and store information properly and utilize it wisely.

**Efficiency and accomplishment-oriented organization**: The term ‘efficiency’ hereafter refers to the consideration of input selection compared to outcome products, goods, services, cost control, and time management. In this area, it also covers cost effectiveness issue. Then, the term ‘accomplishment’ responds to the ability to function properly. It requires the ability of convenience, safety, responsibility, service, durability, precision, and purposes for use.

**Customer-based organization**: The ultimate goal of the organization is to respond to the needs, expectations, and potential satisfaction of the customers. The organization has to focus upon: who are the customers, the strategies which attract customers, the collection of customer’s data acquired from interviews or market research etc. By doing this, it will help to approach reduce the cost of production.

**Learning organization**: The learning-based approach is crucial for modern organizations which are fast-paced and growing dynamically. Information and knowledge are the valuable resources for development.
It is crucial to become a learning-based organization in order to be a compatible and successful organization. (Marquardt, 1994, Senge, 1990)

Participation-oriented Organization The administrators need to create a teamwork atmosphere in the organization. Teamwork systems would provide the opportunity for the staff to exercise their ideas by participation in the assignment tasks. Administrators should provide some awards or tokens for attracting and motivating the staff. Gradually, the cooperation between an organization’s members will be increased.

Cultural-oriented organization: A culture in an organization is a must. To share the same faith of being a ‘quality organization’ will solidify the organization and could accelerate its success. Palin Phujaroon (2004) mentioned social values as the most influential issue for everybody in an organization. They need to share the same rules, beliefs and operational methods which could be incorporated into one corporate culture. This culture would contribute to the dynamic movement and momentum of the whole organization.

Inside and outside collaborated organization: 360 degree collaboration is an approach modern organization needs since the successful running business in either production or service cannot be done alone. In this sense, a network is really important in order to serve the same need of achievement. Fayol (1949), an old management theorist, said that ‘collaboration’ is one of the five key factors to management success which means in any section of an organization, unity is substantial.

Research Methodology
The proposed study was done through qualitative research methodology by separating into three stages as shown:

The first stage
Review literature to analyze the related concepts and theories about quality organizations that could be used to define the features of an academic library as a quality organization was done first. This was followed by the in-depth interviews with the experts and people in the field to find concrete evidence to support the proposed ideas. The selected group consisted of: six higher education institution administrators, six academic library administrators, six deans, six library specialists or librarians who were familiarized with quality assurance, six library staff, six experienced library users, which altogether make up 36 people.

The second stage
Study is based upon the real situation in the academic library together with information from administrators and library staff in order to find out the development plans for quality organization. In this stage, the survey research was used to collect the data. The target group is: 332 administrators and library staff from 56 academic libraries (both private and public universities). A stratified sampling methodology is used to limit it to 180 people.

The third stage
The data from stage one and two were analyzed to define the key features of the library as a quality organization including determining the ways of development to quality. Finally, the results of the research will be validated by the specialists and people in the field.

Research Findings
Features of the academic library as a quality organization
From the interview with the sampling group, the researcher would like to use the input process output (IPO) to explain the findings as follows:

INPUT
1. Standard
2. Physical Resources
3. Human Resources
4. Financial Resources
5. Information Resources

PROCESS
1. Structure of the organization
2. Policy making
3. Philosophy/Vision/ Mission/
   Objective determining process
4. Strategic planning
5. Work assignment
6. Library Operation Systems
7. Management Techniques
8. Assessment and follow-up process
9. Improvement and development

OUTPUT

Excellence
Service
provided to attract the users. Efficient space management is a must; for example, easy to access, nice decoration and cleanliness, appropriate amount of lighting and temperature control, available for either group or self-study, a peaceful environment for study, and a relaxing or entertaining space etc.

**Human resources:** It consists of leaders and staff

**Leader:** The leaders should be intellectual and skillful in academic and information management. They should have clear visions to set the goals and determine the ways of success. The leaders need to pay attention to the quality matters by encouraging quality assurance processes in the organization. There must be motivation and devotion so that the whole organization will be able to achieve its goals.

**Staff:** There must be an appropriate number of librarians and information specialists including the library staff. They need to have a new concept of working to be more reliable for the users and also have some specialties in particular areas since modern users tend to have particular interests. Thus, the librarians need more training and flexibility to deal with this change. There are three areas of ability to be concerned:

- **Intellectual selection:** Being professional in library or information sciences which enable them to be selective for appropriate information resources such as selecting particular books for particular subjects. Also, be multi-intellectual for accessing through the variety of information resources is a plus. Moreover, they should be able to provide prompt instructions for the library users.
- **Skill:** Be skillful in information technology and giving instructions for the users. Being bilingual and management ability is preferable.
- **Mission and character:** Being reliable, optimistic, good at teamwork, mature, good at human relations, service-minded, insightful of customers’ needs, easy to adapt and pro-active ambitious, and encouraging research and teaching contributions.

**Financial resources:** There should be sufficient budget to support the growth of the organization.

**Information resources:** The variety of information resources for both published and unpublished materials such as books, journals, and online databases should cover all subjects in the university, be up-to-date, and available for the needs of users. Besides academic issues, there should also be some entertaining and other subjects as well.

**PROCESS**

**Structure of the organization:** the administration structure should be clear-cut and easy to understand. It should be able to work promptly with flexibility. Also, decentralization of power by encouraging more participation is crucial.

**Policy making:** Accuracy and high flexibility for both library and university administrators

**Philosophy/vision/mission/objective determining process:** The library must determine these issues to be the guidelines for working norms.

**Strategic planning:** The strategic planning must be according to the institution and the national education strategic plans in terms of annual plan making, research planning, priority work, resource searching plan. Moreover, human resource development and information technology management should serve the strategic plan as required.

**Work assignment:** put the right man in the right job is always the right principle for this task.

**Library Operation System**

**Information resource supply:** There should be a strategic plan to provide certain amount of available supplies altogether with regular resource improvement and updating.

**Information resource system:** The world standard system must be implemented to set the widely accepted level that is recognizable and easy to access. Moreover, the online system should also be integrated into the management system as the trend of e-learning is now current. The new look of the library should be a hybrid library which respond to the needs of modern users.

**Division of service:** Being service-oriented is the most important thing in library service management. The ability to serve and satisfy the needs of users is crucial. Therefore, in any service units, assessment of the users and their needs is a must in order to improve the quality of service.

**Management Techniques**

**Strategic management:** It is a significant issue that most libraries in Thailand are still unable to compare favorably to those at the international level. Without strategic planning, it would result in aimless work. Thus, strategic management will allow the organization to be ready for unforeseen circumstances and be more flexible.

**Knowledge-based organization:** It should begin with people, then the organization will gradually become aware of the importance of being knowledge-based as a whole. The advantages of being knowledge-based are to encourage learning society where people exchange knowledge, ideas and experiences. It will finally contribute to skillful and intellectual organization.

**Efficiency and effectiveness-oriented organization:** In order to achieve efficient and effective goals, the organization must provide enough training to the staff.

**Customer or user-oriented organization:** Since the users are the target group for providing a library service, the organization should pay attention to the demands
of the society or community to see what are in their interests or needs.

**Participatory-oriented organization:** Teamwork requires great cooperation from every single part of the organization; therefore, the staff should participate in the organization activities especially while facing problems. People need to be encouraged to work cordially and to create loyalty to the organization.

**Chaordic organization:** This way of management allows the organization to be more flexible with the ideas and visions. However, there must be a clear shared purpose, ethical operating principles, and responsibility distributed though every part. This is a complex-adaptive way of management that runs dynamically. It should be appropriate to use with on-the-move organizations like education institutions.

**Best practice organization:** There must a benchmarking system to set the standard comparable with other libraries.

**Collaboration with other organizations:** It is very important to create collaboration with other organizations in order to strengthen one’s own organization and build cooperative network.

**Reference management:** The information is updated all the time; hence, the reference management should be done systematically. Management by facts is the indicator of the library reference management system. Also the MIS must be implemented into the procedure. This could be the database of varied information that contributes to the learning organization in the future.

**Good governance management:** working with sincerity, transparency, justification and verification.

In addition, other suggested management strategies are, such as, risk management and conflict management.

**Assessment and Follow-up Process**

**Investigation and following-up:** These processes are crucial for an organization’s development especially in the particular division of service that requires feedback from users. It helps to determine what should be done to satisfy the customers/ users.

**Quality assurance system:** Quality control should be put along together with the operation so that the organization can maintain a standard and trustworthy quality.

**Improvement and development**
The organization’s assessment will be concluded and analyzed in order to examine its strengths and weaknesses. From this point, the pros and cons could help to determine the ways of improving and developing. However, human resource development must always be improved and developed by taking further training sessions, organizing seminars, arranging lectures etc.

**OUTPUT**
In search of the best results as follows:

**Primary service**
It should be an all-inclusive service, namely, borrowing and returning system, reading spaces, OPAC system, Q&A and searching service etc. The online service should be unlimited. The person-to-person service should be in the form of one stop service.

**Promotion**
As mentioned earlier, the user is the target of library service; therefore, the resources in the library should be ultimately utilized. The encouragement to use library could be done through the activities to provide chances to practice information literacy skills, self-study skills, and electronic media retrieval skills and so on for the users.

**Proactive service**
The huge variety of information today offers different ways to access the information. To provide a proactive service is the way to promote the use of the library by, for example, providing special lectures about how to access the information for each faculty.

**Spatial management**
The appropriate environment and atmosphere management are necessary to encourage library usage. It must be accessible and convenient.

**Value-added service**
The special service to help to search for particular or exclusive information is a value-added service. If it is possible, a literature review service is suggested. It would be very helpful for the researchers; however, the conditions of ethics and copyrights are undeniable issues.

**Interchanging resource service**
The librarians should be able to provide some suggestions for finding unavailable resources in their premises. They should facilitate the users to obtain the required information. However, this service should also be accessible through the online service without the presence of librarians. One more suggestion is that the price of photocopying should be reduced.

**Community service**
A library should be available for all types of users from the grassroots to the philosophers, the handicapped and so on. Free of charge is preferable and this is the strongest point to motivate people to use the library.

**Factors that make an Academic Library a Quality Organization**

**Leader:** The quality of leadership is very crucial for leading the organization to success. The leader is not only the decision maker, but also the initiator for the organization. The essential qualification is to be thoughtful, professional, skillful, having clear objectives, determined, and ready for change.
Staff: Human resources are the substantial key factor for organization development. The perception towards the term ‘quality’ is essential. Once the staff realizes its importance, they will find that any conflicts among co-workers should not be for destruction, but for positive contributions. A quality mind should be implanted into people’s psyche and their work. Also, they must share the same faith, values, and culture in the organization as well as achieve the same goal.

Policy: It can be categorized into levels as shown below:

Government Policy: The indirect factors such as the Educational Act of Parliament should impact on libraries to create a knowledge-based society helping elevate the level of learning. The national legislation towards libraries would have even more impact in creating concrete results of development such as the regulation of libraries and the interchanging of libraries policies.

Education policy: Course curriculum design has a direct effect on the use of a library as the primary resource of learning. The mutual benefit of course curricula and a library begins here. If the library works on supplying the demand for particular information, the learners will benefit from this and contribute to the success in taking the particular course.

Institution policy: The education institution should supply both material and budget for building and sustaining the library as the center of learning.

Library policy: The library organization should realize that the mission of a library is being the information supplier and keeper. The policy should be in accordance with the university’s policy and also national policy, so that it will move on the same track.

Budget: The budget covers all matters in the organization. The proper amount of budget allocation should be done for the organization’s development. With a limited budget; however, the organization should be flexible to handle this wisely and carefully.

User: Most of the interviewees see that user is the direct factor influencing library development. As user behavior changes, the library must respond to this promptly. Feedback must be taken into consideration and action initiated. However, some of the responders said that the user is not the main factor; in contrast, it is the division of service. In this sense, both user and division of service could impact on each other. Thus, the quality organization cannot ignore either of them.

Cooperation: Cooperation includes exchanging knowledge, ideas, and experiences. In Thailand, there is still a lack of cooperative culture. It needs to rethink attitudes and behavior.

Culture of the organization: It is important to share the same culture in the organization as mentioned previously. In this part, the leader should be the initiator to ground the attitudes, values and beliefs in qualitative ways, such as, creative thinking, life long learning, positive thinking, hard working qualifications etc.

Conclusion
This research has depicted the features and the factors for making an academic library into a quality organization. The features and the factors proposed in this research might help to determine the way of developing into quality organizations for libraries in Thailand. Nonetheless, the research results are only a part of research procedures. The next step is to be confirmed and validated by the specialists and people in the field.

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