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GRT **FACTORS AFFECTING QUALITY INFORMATION
MANAGEMENT IN NEWSPAPER LIBRARIES: A
STUDY IN NATIONAL DAILY NEWSPAPERS IN BANGLADESH**

Anamika Biswas

Ph.D. student, University of Dhaka.

Abstract:-This paper reports the result of research intending to analyze journalists' perceptions of the quality of information management (IM) in newspaper libraries in Bangladesh. The objective of this study was to identify the factors that affect quality information management (QIM) in newspaper libraries. The role of newspaper libraries in production of news and importance of establishing QIM in newspaper libraries are also emphasized. The study was conducted in 26 national daily newspaper organizations in Bangladesh. Seven hypotheses were developed based on prior literature and several statistical analytical techniques were used for the hypotheses assessment based on the responses of 174 journalists. Results show that adequate background information service, accurate and consistent information, co-operation and efficiency of library personnel and useful library resources are positively while tardy information access system, wrong time service, slow and unfurnished reference service are negatively associated factors with the success of newspaper libraries' QIM.

Keywords: quality information management (QIM); information management (IM); journalists; newspaper libraries.

INTRODUCTION

IM approach regarding the newspaper library implies as a service, whose value is measured in terms of its contribution to produce quality news (Arundale, 1991). Newspaper organizations are information processing organism; problems they face, by its nature, include the management, usage and optimization of their information resources (Hansen, Paul, & Neibergall, 2003). Newspaper libraries can be at the heart of their information management process (Watson, 2008). Well managed newspaper libraries contribute significantly in news making procedure and to message that reach public (Hansen, Ward, & McLeod, 1987), they stand as an important sources of information for supporting journalists in the production of news as well as ensure the effectiveness of the press. The traditional approach views newspaper library as an archive of news clipping, bound newspapers of the past issues and of some other resources; but IM view for newspaper library emphasizes on retrieval of information rather than storage (Harris, Nicholas, & Erbach, 1987). IM approach focuses on how information is packaged and delivered to maximize value to the users (Watson, 2008). QIM in newspaper libraries encompasses all the activities related to collecting, processing and storing information judging the value, as well as, accuracy and authenticity; disseminating information with a logical explanation; and greatly interacting with working journalists, understanding their information needs, encouraging them to ask questions and acting as their source of inspiration.

IM should focus on delivering return on investment to any business (McKnight, 2014).

Successful IM determines the success of virtually every business operation (Benson & Davis, 2008). As newspapers are in the business of information they tend to assume that they are good at IM, but comparatively few newspapers proceed any further with the information at their disposal, storing and reusing it (Arundale, 1997). The reason behind this fact is, libraries traditionally associated with high cost and intangible benefits; consequently under pressure to clarify, justify and rationalize their function and purpose. Newspaper authorities always examine more carefully the cost effectiveness of their operation (Arundale, 1991). So, the challenge facing the newspaper library is to find efficient and cost effective ways of analyzing and processing the large volume of information, especially text of newspaper. Robertson (2005) specifies that simply improving the management of information behind the scenes is not enough; one of the key principles to ensure successful IM is to deliver some tangible and visible benefits within the organization. In terms of newspaper library, this means identifying and meeting journalists' and newspaper organization's solid needs in news production so that librarians can exhibit the return on investment of IM in library when challenged.

To reach an advanced state in IM is not easy for library in the environment of newspaper, a set of factors affect the adoption of QIM. Thus, an understanding of the determinants of establishing QIM should help the newspaper authority and library management to formulate strategy for more efficient implementation of information management. Therefore, investigating the essential factors that contribute establishing successful QIM is mainly focused in this study. This research is conducted on newspaper organizations in Bangladesh; any reference division, library, information center and archive attached in those organizations is defined as the term "newspaper library".

2. OBJECTIVE AND PURPOSE OF THE STUDY

This research basically aims at analyzing users' (journalists') perception of IM in newspaper libraries in Bangladesh in terms of quality. Objective of the study is to identify the factors which are associated with QIM to have an impact on the performance of newspaper library. This paper also attempts to present a conceptual model for the successful QIM in newspaper libraries. The value of newspaper library in production of news and value of quality information management in newspaper library are also addressed. This study is motivated to conduct by a professional need for research pertaining to changing roles of news librarians. From the result of the examination, it is immensely expected to help the policy makers, journalists and library personnel of the newspaper industries understand the framework and success factors for establishing QIM that will contribute qualitative news production, grow reputation and ultimately make news organization's business profitable.

3. THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

With an acknowledgment to Ranganathan and his laws of librarianship, IM in newspaper library can be defined as being the process of delivering the right information, to the right person, in the right quantity and medium, at the right time (Arundale, 1991). Although information is useful resource in newspaper and effective information management is vital for developing news product but not all information and information management can be considered functional. Hardcastle (2011) mentions that good information can be identified by considering whether it has some or all of the attributes of information quality that can be related to the timing, content and form of information. IM is concerned with utilizing information resource; and involve information identification, evaluation, access, coordination, timeliness, accuracy, and serviceability. IM practices are capabilities of managing information effectively over the life cycle of information use including sensing, collecting, organizing, processing, and maintaining information (Marchand; Kettinger; & Rollins, 2001). "If organization's information management is not adequate, following flaws are commonly visible: failure to respond in a timely way; duplication of effort; failure to exploit information that is already available in company, information overload" (Baloh, 2005, p. 274). Quality information management can reduce cost and uncertainty; as well as add value to the existing service or products. But lack of understanding in managing information resources stated by David Best leads to massive information overload, ineffective use of IT with unrealized benefits, cost overruns and loss of profits (as cited in Marchand et al., 2001). This research aims to give an

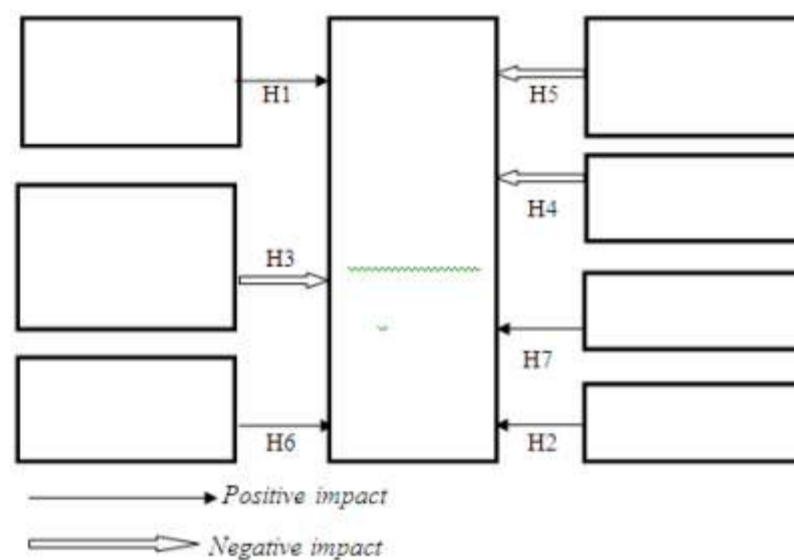
insight and framework for establishing QIM in newspaper libraries in Bangladesh. Based on the prior literature this study has identified a number of interrelated factors necessary for ensuring successful QIM which are briefly presented below, followed by formulating a testable hypothesis for each factor.

3.1 Accuracy and consistency of information. Trimble (1980) states, “In the newspaper industry, where the business is dissemination of information, there is no more important business than making that information complete and accurate” (p.17). So, the focus of newspaper libraries is to ensure accuracy, consistency and authenticity of information in news making procedure and they should provide only quality information. MacDonald and Heslop (2008) opine in this regard that library should offer quality information rather than quantity. Zhou (1996) mentions that missing important news and providing incorrect information are unforgivable and fatal for a newspaper industry. So, library needs to accomplish their tasks cautiously. Ansari and Zuberi (2011) further explain that journalists require current, authoritative and factual information to construct the news. Newspaper libraries use both of formal and informal information sources to serve their journalists well, but in order to make news authentic and provide right information, they need to verify both formal and informal sources and serve information only from reliable sources. Thus, this study proposes the following hypothesis:

Hypothesis 1 (H1): Accurate and consistent information will have positive effect on QIM in newspaper library.

3.2 Background information. Providing background information to the journalists to make news more intelligible to readers is an important function of newspaper libraries. While preparing a news item journalists need background information about a particular news item or subject to making their news colourful, interesting, relevant and readable (Mahapatra, 2007). Anwar, Al-Ansari, & Abdullah (2004); Hansen, Ward, & McLeod (1987); Joseph (1993) find on their research that journalists frequently use their library for background research to develop their news story. Without background information, news cannot be rich, authentic and comprehensive. Desmond (1933) explains that news, most of the time, can be

Figure 1. Conceptual model for QIM in Newspaper Libraries



practically meaningless to the average readers without showing its relation to previous events. Then it is the function of the library to provide background information that may include previous story treatment, story angles, comparison coverage, and fact checking type of information such as spellings, dates, biographical information (Zhou, 1996). That is why journalists frequently ask for background information for establishing rich foundation shorn of productivity. Consequently, this research hypothesizes:

Hypothesis 2 (H2): Rich background information will have positive effect on QIM in newspaper library.

3.3 Information access system. Jackson (1991) states that the prime requirement of any newspaper library system is that it should be instantly accessible. But the material, especially the text of articles to which newspaper library is required to provide access is really difficult to control as a large volume of information is produced every day (Arundale & Erbach, 1988). Newspaper libraries use a wide range of techniques for processing and delivering information. Considerations in this area include the types of, and access to, information resources, the cost of these tools, constraints placed on the use of information resources, and ways in which news organizations negotiate for information access (Hansen, Paul & Neibergall, 2003). Cole (1999) mentions that good journalists know how to go about getting information, about asking the right question; but this is not the true case for all, many of them still need to be prepared to take advantage of library expertise available in their own office; newspaper librarian should realize this fact. In delivering information, individual preferences are also being considered. Some journalists prefer to read soft copy, while others do not. Computer based techniques are more powerful and have many advantages over paper based techniques; Arundale (1991) holds that the advantage is that it can easily be manipulated and moved around. Zhou (1996) further adds that with the online information retrieval system, journalists can directly access information of their libraries from distant points; and librarians and newsroom staffs are allowed to retrieve same data at the same time. In the case of manual technique, the information access options are more limited. Managers today need to be aware of the latest technology in the information management field to enhance productivity and ahead of competitors (Benson & Davis, 2008) as well as choose the appropriate one based on the organizational infrastructure and demand so that their user can be able to access required information quickly. This understanding leads to the following hypothesis.

Hypothesis 3 (H3): Tardy information access system will have negative effect on QIM in newspaper library.

3.4 Timeliness. Information is required to provide when it is necessary. Otherwise, it might be useless. In practical terms, this often means that an article has to be researched within hours, and fact-checking undertaken within minutes (Arundale, 1991). Here, Joseph (1993) explains that journalists usually need information within a timeframe of 5 to 15 minutes and they wish to have information on their desk due to time pressure and busy schedules. Newspaper library should be able to supply the required information quickly; generally the run of inquiries needs to be answered in 2 or 3 minutes (Whatmore, 1964). Schopflin (2008) further adds, "most media librarians are accustomed to working to very tight deadlines, often matters of minutes where some information or archive may be needed for immediate transmission" (p.5). Time is crucial in the newspaper organization and journalists are time-bound (Ansari & Zuberi, 2011). Arundale and Erbach (1988) holds that whether the information demanded is a matter of simple fact-checking or involves handling a large volume of text, instant presentation is important; and to meet this function library has to be able to offer necessary support. But if information is provided on wrong time, i.e. before or after when it is necessary, it can create higher problems than solving. Therefore,

Hypothesis 4 (H4): Wrong time service will have negative effect on QIM in newspaper library.

3.5 Reference supports. Journalists always work under time pressure; their time could be saved if library system of the newspaper is capable enough to sense and provide necessitate reference service immediately and notify journalists in advance the availability of reference resources based on their daily needs. Otherwise, a lot of time is wasted with routine inquiries if journalists do not know which reference works are available (Ingram & Henshall, 2008) or library fails to understand which reference works journalists might ask for. Zhou (1996) specifies that a system of rapid reference is very necessary for working journalists; librarian should keep everything immediately at hand to serve them. To avoid information overload newspaper librarians need to filter information every time and make the essential information readily available. Cronin (1993) recommends that newspaper library managers should regularly review their reference titles for appropriateness and currency; journalist interviews on favored reference facilities may be especially useful. A librarian with proper news sense can anticipate the needs of their journalists in advance and can provide ready reference service, thus speeding up production and more timely complete treatment of events (Desmond, 1933). If newspaper library is slow and incompetent to provide reference service, journalists may fail to generate quality news. Hence,

Hypothesis 5 (H5): Slow and unfurnished reference service will have negative effect on QIM in newspaper library.

3.6 Library personnel. Need of information changes over time. To ensure quality service librarians need to be aware of journalist' changing information needs and emphasis on information analysis. Watson (2008) states that value lies not so much in individual chunks of information; information can be considered as an asset when it present value, but storing information without proper analysis turns into liability for any organization (Benson & Davis, 2008). "Out of the vast information generated in the newspaper, it is the librarian who goes through the different news items, scrutinize them, classify them, and prioritize the process of the specific items for retrieval. The librarian, therefore, gets involved not only in mere dissemination of the information but also in providing a logical explanation and the contents of information retrieved" (Mahapatra, 2007, p.77). Paul (1997) mentions, newspaper librarians have played three powerful roles over time, they were information gatekeepers in pre-digital days, then information intermediaries, and now they are making a transition to being end-user trainers and advisors (as cited in Bradley, 2003). They need to continue to change to ensure that they remain relevant to journalist. They can perform a highly collaborative role to keep ahead of the organization's competitors (Paul, 1999). Semonche (1993) distinguishes that managing information resources is the bigger task of modern newspaper librarians; librarians should not keep in limit this task in finding the answers to journalists' queries, but discovering what questions need asking; having willingness to actively participate in the development of their library service they should package the data and analysis in ways to be most effectively used. Thus, the following is hypothesized:

Hypothesis 6 (H6): Co-operation and efficiency of library personnel will have positive effect on QIM in newspaper library.

3.7 Library resources. Journalists' resource requirements need to be realized by newspaper library; resources are the foundation of its functioning. Resources have three fold functions: to provide a source for the rapid checking of facts, to provide background materials and act as a source of motivation (Eagle, 1991). Arundale, 1991 discusses newspaper library resources under four broader headings; they are press cuttings, computer sources, books and journals, and external bodies. The main stream of newspaper library system is to classify and sub-classify of their resources which are the most difficult job for the librarians because theoretical classification and hierarchies for subjects in their academic aspects are of little use when they appear as current affairs (Whatmore, 1978). Journalists want to get an overview of a subject; rather getting details. They might need a single piece of information. The difficulty is that one is to search one small fact into a vast amount of information resources. They also need 'non-news' information. This type of requirement is being met from

books, encyclopedias, dictionaries, directories, government publication, and biographies. The serial and periodical collection and its management are also very important element of resources of any newspaper library (Cronin, 1993). Bibliographic databases can help locate specific information on time. The format of materials also varies according to the nature of organization. Some of them contain material in paper-based, some may contain computer-based or microform. Arundale (1991) cautions that there is no single formula or checklist of what type of materials a newspaper library should contain; the resources should be kept continually under review. As the nature of newspaper changes over time, the resources of their libraries should constantly be adjusted with the ever changing need. Hence, resources in providing service will be an important variable in measuring QIM.

Hypothesis 7 (H7): Library resources will have positive effect on QIM in newspaper library.

4. RESEARCH METHODOLOGY

Both primary and secondary types of data have been used to conduct this study. There are 451 newspapers in Bangladesh, among them 73 national dailies (Department of Films and Publications [DFP] Annual Report, 2008). A probability sampling method was used and 26 organizations were selected as sample in order to collect primary data (Appendix A). Primary data have been collected through questionnaires. Questionnaires were distributed visiting to all sample organizations among 225 journalists at random while 174 responses were returned. Thus the response rate was 77 percent. The willingness to participate in the survey was taken into consideration for the selection of the organizations and journalists. Multiple linear regression analysis and ANOVA (analysis of variance) have been used to measure the relationship between dependent variable and independent variables. The instrument used in questionnaire was composed of eight questions that specifically intend to measure users' (journalists') perception of IM in newspaper library in terms of quality. The items were applied to measure on a 7 point 'Likert type' scale. In the measurement, scale 1 indicated strong disagreement and scale 7 indicated strong agreement. The respondents selected the appropriate point that best indicated how they would describe the attributes being rated. This study used 1-tailed Pearson correlation method to test the correlation between variables. Reliability test, Cronbach's Alpha was conducted to test the internal consistency of the variables. As multiple linear regression analysis requires that there is little or no autocorrelation and multicollinearity in the data (Statistics Solutions, 2014), Durbin Watson test in this study was used to test the presence of serial correlation among the residuals and multicollinearity was assessed by examining tolerance and the Variance Inflation Factor (VIF). Also assumption of non-zero variances for multiple regression was tested. All statistical analyses were performed using SPSS 16.0. This research also collected secondary data in order to formulate hypotheses. A fairly heterogeneous set of secondary sources (books, articles, journals, magazines, daily newspapers, reports and gazettes) of data were used in order to develop the theoretical framework. The quality of documents was carefully assessed before using such kind of documents following the criteria prescribed by John Scott (Scott, 1990).

5. DATA ANALYSIS AND FINDINGS

Multiple Regression Analysis and Analysis of Variance (ANOVA) have been used to test hypotheses based on the users' (journalists') perception for QIM provided by newspaper libraries in Bangladesh. The questionnaire employed to measure the construct of QIM, consisted of eight questions where questions related to Adequate background information (X1), Tardy information access system (X2), Accurate and consistent information (X3), Wrong time service (X4), Slow and unfurnished reference service (X5), Co-operation and efficiency of library personnel (X6) and Useful library resources (X8) are taken as independent variables, while QIM (X7) is taken as dependent variable. To check the reliability, Cronbach's alpha coefficient was estimated. Table 1 depicts that Cronbach's alpha is 0.939, which indicates a high level of internal consistency for the scale used in this study. The usual threshold level is .7 for newly developed measures (Nunnally, 1978). The Item-Total Statistics table (Table 1) presents the "Cronbach's Alpha if Item Deleted" in

the final column. This column presents the value that Cronbach's alpha would be if that particular item was deleted from the scale. Removal of any item, except X5, would result in

Table 1: Reliability Statistics and Item-Total Statistics

Reliability Statistics					
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items			
.939	.930	8			

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
X1	35.0747	79.942	.876	.806	.924
X2	35.3276	77.123	.834	.892	.929
X3	35.1034	83.481	.875	.864	.925
X4	35.4368	81.438	.904	.843	.923
X5	33.3563	105.606	.162	.232	.960
X6	34.4368	85.323	.787	.802	.931
X7	35.4253	80.974	.891	.949	.923
X8	35.6782	79.838	.858	.932	.926

a lower Cronbach's alpha. Therefore, this research would not want to remove these items. Removal of X5 would lead to a very small improvement in Cronbach's alpha. Though this might lead to consider whether this study should remove this item, but as the difference was very low and along with this item the scale still shows a high level of internal consistency, this research also did not consider removing this item.

Summary of the frequency distribution of this survey is shown in Table 2. Sixty-eight point nine percent respondents mention that their existing library information service is satisfactory. When journalists were asked whether their library provide accurate and consistent information, 59.2 % agree. Majority (78.1 %) of the respondents specify that their library service is satisfactory in providing background information while 64.9 % agree that

Table 2: Frequency Distribution

Variable	Measurement	Strongly disagree	Moderately disagree	Simply disagree	Neutral	Simply agree	Moderately agree	Strongly agree	Results (percent)	
									Total disagree	Total agree
		Results (percent)							Results (percent)	
Adequate background information (X1)	In providing background information, your library service is satisfactory	12.1	0	2.3	7.5	37.9	29.9	10.3	14.4	78.1
Tardy information access system (X2)	Information access system of your library is very slow	11.5	8	6.9	8.6	23	26.4	15.5	26.4	64.9
Accurate and consistent information (X3)	Library provides accurate and consistent information	6.3	0	2.3	32.2	21.3	26.4	11.5	8.6	59.2
Wrong time service (X4)	Most of the time service is not provided on right time	6.3	0	21.8	12.6	34.5	13.8	10.9	28.1	59.2
Slow and unfurnished reference service (X5)	Ready reference service provided by your library is not satisfactory	0	0	0	5.2	6.9	8.6	79.3	0	94.8
Cooperation and efficiency of library personnel (X6)	Library staffs are cooperative, friendly and efficient to provide service	6.3	0	0	7.5	25.3	35.1	25.9	6.3	86.3
QIM (X7)	Existing services provided by your library is quite satisfactory	6.3	6.9	13.8	4.0	44.8	15.5	8.6	27	68.9
Useful library resources (X8)	Your library has adequate resources in order to fulfill your need	7.5	10.9	14.9	12.1	28.7	17.2	8.6	33.3	54.5

information access system of their library is very slow. In regards of library personnel, 86.3 % indicate that their library workers are efficient and co-operative. Regarding timeliness,

Table 3: Correlations

		X1	X2	X3	X4	X5	X6	X8	X7
X1	Pearson Correlation	1	.758**	.787**	.807**	.143*	.768**	.784**	.861**
	Sig. (1-tailed)		.000	.000	.000	.029	.000	.000	.000
	N	174	174	174	174	174	174	174	174
X2	Pearson Correlation	.758**	1	.835**	.854**	.086	.596**	.829**	.713**
	Sig. (1-tailed)	.000		.000	.000	.129	.000	.000	.000
	N	174	174	174	174	174	174	174	174
X3	Pearson Correlation	.787**	.835**	1	.850**	.184**	.751**	.717**	.791**
	Sig. (1-tailed)	.000	.000		.000	.008	.000	.000	.000
	N	174	174	174	174	174	174	174	174
X4	Pearson Correlation	.807**	.854**	.850**	1	.192**	.733**	.818**	.796**
	Sig. (1-tailed)	.000	.000	.000		.005	.000	.000	.000
	N	174	174	174	174	174	174	174	174
X5	Pearson Correlation	.143*	.086	.184**	.192**	1	.253**	.105	.085
	Sig. (1-tailed)	.029	.129	.008	.005		.000	.085	.133
	N	174	174	174	174	174	174	174	174
X6	Pearson Correlation	.768**	.596**	.751**	.733**	.253**	1	.633**	.821**
	Sig. (1-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	174	174	174	174	174	174	174	174
X8	Pearson Correlation	.784**	.829**	.717**	.818**	.105	.633**	1	.887**
	Sig. (1-tailed)	.000	.000	.000	.000	.085	.000		.000
	N	174	174	174	174	174	174	174	174
X7	Pearson Correlation	.861**	.713**	.791**	.796**	.085	.821**	.887**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.133	.000	.000	
	N	174	174	174	174	174	174	174	174

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

59.2 % answer that their library does not provide service on right time and 68.9 % mention that their library performs satisfactory. In providing ready reference, 94.8 % states that their library service is not satisfactory and 54.5 % indicate that library have sufficient resources.

Using 1- tailed Pearson correlation method, Table 3 shows correlation analysis result among all the variables; it also illustrates a matrix of significance values for these coefficients. X1- Adequate background information, X2-Tardy information access system, X3- Accurate and consistent information, X4-Wrong time service, X6-Co-operation and efficiency of library personnel and X8- Useful library resources displays high positive correlation while X5-Slow and unfurnished reference service shows no or very weak positive relationship (Kremelberg, 2011).

Regression results are shown in Table 4. In the table, all the significant variables are shown with their respective regression coefficients (β s) and computed users' t statistics along with their respective significance levels. Results of the regression analysis reveals that seven control variables mentioned earlier have statistically significant effects and correlated on the effective and efficient information management service of the concerned newspaper embodied in the study.

The result shows (Table 4) that four variables— X1-Adequate background information ($\beta = .206, p < .001$), X3-Accurate and consistent information ($\beta = .301, p < .001$), X6-Co-operation and efficiency of library personnel ($\beta = .298, p < .001$) and X8-Useful library resources ($\beta = .725, p < .001$) exhibit highest positively significance levels while two variables, X2-Tardy information access system ($\beta = -.395, p < .001$) and X5-Slow and unfurnished reference service ($\beta = -.101, p < .001$) have negatively significant effect on QIM performance. Variable X4-Wrong time service ($\beta = -.081, p < .05$) also show negatively significant results though their significance level are comparative less than other factors.

Table 4: Model Summary, ANOVA, Coefficients Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.974 ^a	.949	.947	.36613	1.566

a. Predictors: (Constant), X8, X5, X6, X3, X1, X2, X4

b. Dependent Variable: X7

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	416.782	7	59.540	444.171	.000 ^a
	Residual	22.252	166	.134		
	Total	439.034	173			

a. Predictors: (Constant), X8, X5, X6, X3, X1, X2, X4

b. Dependent Variable: X7

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.511	.232		2.199	.029		
	X1	.196	.034	.206	5.695	.000***	.232	4.303
	X2	-.326	.036	-.395	-9.059	.000***	.161	6.218
	X3	.327	.045	.301	7.300	.000***	.180	5.569
	X4	-.084	.045	-.081	-1.854	.065*	.160	6.255
	X5	-.195	.035	-.101	-5.540	.000***	.910	1.099
	X6	.321	.034	.298	9.390	.000***	.303	3.297
	X8	.674	.034	.725	19.944	.000***	.231	4.330

a. Dependent Variable: X7

*** p < .001; **p < .01; * p < .05

Using the Enter method, Table 4 indicates that 94.9 % of the variation in the dependent variable can be explained by variations in the independent variables, i.e. 5.1 % is due to 'something-else' not included in the model. The F-ratio in the ANOVA table (Table 4) presents that the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable, $F(7, 166) = 444.171$. F-value is found to be significant at 1% significance level (sig. F = .000).

Table 5: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
X1	174	1.00	7.00	4.9023	1.67839	2.817
X2	174	1.00	7.00	4.6494	1.92581	3.709
X3	174	1.00	7.00	4.8736	1.46485	2.146
X4	174	1.00	7.00	4.5402	1.54549	2.389
X5	174	4.00	7.00	6.6207	.82925	.688
X6	174	1.00	7.00	5.5402	1.48055	2.192
X7	174	1.00	7.00	4.5517	1.59304	2.538
X8	174	1.00	7.00	4.2989	1.71437	2.939
Valid N(listwise)	174					

The value of Durbin-Watson statistic is 1.566 (Table 4), which indicates that there is no auto correlation problem in the data (Philip, 2010). All the variance inflation factors (VIF) and tolerance for this research fall within the acceptance range (VIF = 1 -10, tolerance = 0.1 – 1.0), which means data has met the assumption of collinearity indicating that there is no multi-collinearity problem in the regression model used (Philip, 2010). Table 4 displays, X1-Adequate background information service, VIF = 4.303 and tolerance = .232; X2-Tardy information access system, VIF = 6.218 and tolerance = .161; X3-Accurate and consistent information, VIF = 5.569 and tolerance = .180; X4- Wrong time service, VIF = 6.255 and tolerance = .160; X5-Slow and reference service, VIF = 1.099 and tolerance = .910; X6-Co-operation and efficiency of library personnel, VIF = 3.297 and tolerance = .303; and X8- Useful library resources, VIF = 4.330 and tolerance = .231.

The data also met the assumption of non-zero variances (Dart, 2013); X1-Adequate background information, Variance = 2.817, X2- Tardy information access system, Variance = 3.709, X3-Accurate and consistent information, Variance = 2.146, X4- Wrong time service, Variance = 2.389, X5-Slow and unfurnished reference service, Variance = 0.688, X6-Co-operation and efficiency of library personnel, Variance = 2.192, X7-QIM, Variance = 2.538 and X8-Useful library resources, Variance = 2.939 (Table 5). Results of the regression analysis conclude that the model used in this study is well constructed.

6. DISCUSSION

Table 4 shows that accurate and consistent information has positive significant effect on QIM ($\beta = .301, p < .001$). So, this factor is correlated and pre-requisite in building quality information management. Information needs of journalist are diversified, but they highly prefer

quality, authentic and accurate information (Nicholas & Martin, 1997) because accuracy is one of the key principles of journalism (Ingram & Henshall, 2008). Information should contain precise level of detail or summary understanding journalists' needs. Clarity of information is also necessitates. News can be spurious, it may be propaganda. Therefore, newspaper librarian should keep a watchful eye for filing press cuttings. Generally, newspaper library use both internal and external sources, i.e. newspapers, radio-TV news, journalist in person, press institute, public library, internet, etc. In order to present accurate information, newspaper libraries should use only authentic sources of information and examine the information sources before they use. Whatever the sources, this research suggest

Table 6. Summary of Hypotheses Test Results

Hypotheses	Independent Variable Used	Expected Relationship with Dependent Variable (X7)	Result for Hypotheses from data analysis (Table 4)
H1	Accurate and consistent information (X3)	Positive	Strongly Supported ($r = .301, p < .001$)
H2	Adequate background information (X1)	Positive	Strongly Supported ($r = .206, p < .001$)
H3	Tardy information access system (X2)	Negative	Strongly Supported ($r = -.395, p < .001$)
H4	Wrong time service (X4)	Negative	Supported ($r = -.081, p < .05$)
H5	Slow and unfurnished reference service (X5)	Negative	Strongly Supported ($r = -.101, p < .05$)
H6	Co-operation and efficiency of library personnel (X6)	Positive	Strongly Supported ($r = .298, p < .001$)
H7	Useful library resources (X8)	Positive	Strongly Supported ($r = .725, p < .001$)

Data analysis information is being used here from Table 4

that the issue to provide accurate, consistent and quality information should be carefully considered and planned accordingly to develop QIM.

As hypothesized, adequate background information has positive significant impact ($r = .206, p < .001$) on QIM (Table 4). The result implicate that background information is an important factor for providing quality information management service in newspaper library in Bangladesh. Very often, journalists write a news story updating something which has previously been reported by newspaper, radio or television station. They cannot assume when writing a follow-up that their readers will know the original facts of the story. To make a complete sense, they should summaries the issue briefly to bring them up to date (Ingram & Henshall, 2008), therefore, journalists use library for background materials to set a story in appropriate context. So, newspaper library should take this factor into account; failure to provide required background information will lead to acute loss in producing quality news.

This study found that to adapt right delivering techniques with a view to allowing easy and right access to information to their users is another important factor to establish QIM. According to data analysis result (Table 4), tardy information access system has negative significant effect ($\beta = -.395, p < .001$) on QIM. Information should be delivered in such a way so that journalists can easily and instantly access. Delivering information does not necessarily mean that information will be provided in documentary form. It can be delivered through any type of suitable medium in non-documentary form. Different work environment requires different type of communication mediums

for serving information. So, taking this factor into account, the right way of delivering information needs to be chosen. For example, it is right to send a soft document using internal network when journalists write a story in their workplace or in place where they have intranet connection. But it will be inappropriate when a journalist travels; sending soft document through internet might be suitable for this kind of situation. If journalists need information when they are on the way to workplace from their assignment and they do not have any facilities to use internet, information can be provided over the mobile phone in that case. Individual preference of the journalists and organizations also need to be taken into account. Quality of IM also depends on what type of technology is being used in providing service to their users instantly. Modern information technology has made it easier to reach the desired information promptly. Data of this research shows that majority journalists (Table 2) agree that information access system of their library is satisfactory, though only few national dailies in Bangladesh are using modern information technology while others using old techniques (Biswas, 2009). This signifies that whatever the medium, the matter of consideration is that the demand of getting information of the journalists has easily and timely been fulfilled.

According to data analysis result, the hypothesized relation between QIM and wrong time service is supported. Table 4 indicates that wrong time service is statistically significant and has negative impact on QIM ($\beta = -.081, p < .05$). Newspaper librarians usually work in very tight deadlines. They need to provide information to their working journalist immediately or by a particular time. But they should realize whether the time is opportune to supply information. Perhaps a piece of information has no longer current value if it is delivered too early, or has no or little value if it is supplied after the time is over. Several studies (Anwar et al., 2004; Nicholas & Martin, 1997) mention that the main obstacle in meeting journalists' information needs in their information search process is shortage of time. Short deadlines are an unforgiving fact of life in all librarians, and are one of the elements that make their tasks demanding. The effect of deadlines on working patterns is eased considerably when library is involved to some extent in newspaper's news planning routines. Not every story has same importance, and every research being undertaken is necessarily for that day's paper. If library staffs know something about editorial priorities then they are in a position to make a decision about certain questions which have to be given priorities over others (Arundale, 1991). Effectual functioning of any newspaper largely relies upon information; negligence to provide required information on right time can lead to failure in producing quality news. Findings of this research suggest that timeliness in managing information should be carefully considered.

The study finds another factor associated with QIM which is reference service. Table 4 shows that slow and unfurnished reference service is negatively correlated ($\beta = -.101, p < .05$) with QIM. Reference service should be readily available when required. The reference collection in newspaper library should not consist so much of an extensive set of materials but, rather, a tightly controlled, carefully selected collection of resources that readily respond to journalists information needs (Cronin, 1993). Here, Vormelker (1974) explains that to provide reference service, newspaper librarian should select those items which are needed continuously for their users and not readily available elsewhere in the community. MacDonald & Heslop (2008) states in this regard that librarians need to continuously assess and update their information resources. Newspaper library keenly needs full knowledge of daily or weekly knowledge of editorial plans, decision and procedure by close contact. Though all questions not equal as regards of priority and importance of stories, by having a pre-idea, librarians can prepare themselves earlier to serve suited reference service for important news with the rejection of excessive information. If IM is to be successful in the environment of a newspaper, ready reference service is indispensable.

It was assumed that the relationship between dependent variable and co-operation and efficiency of library personnel are positively related, this relation is strongly accepted by the regression analysis ($\beta = .298, p < .001$). Newspaper librarians usually put their real effort to manage information resources and to reach reasonable demanding information services to journalists. The parts of librarians' duty involve assisting the journalists with research, and train them to navigate the information environment that may vary depending on their library information system. When they will be more specific in searching information, a great deal of editorial and library time will be saved. In the context of IM, making judgments about the value and importance of different kinds of

information is an important part of the librarians' job and they should undertake a research and select information with an eye to journalistic significance. A piece of information may lift a story and give it a new or original twist; librarian should have news sense and be capable to recognize those little pieces of information (Arundale, 1991). It may not always be possible for newspaper librarian to assume that there is a particular specific question which has to be answered. They always need to be willing to gain an understanding what information their journalists really want and acquainted with information analysis techniques. Librarians who get chance to join in day-to-day editorial plans and decisions are able to meet the demand of information effectively. This study suggest, efficient library personnel having proper news-sense to understand the user's information need and to co-operate them to meet their needs with a positive and professional attitude is an important lead to QIM.

The study also assumed that useful resource is an important factor for ensuring QIM. The data analysis result have shown the evidence that resource has highest positive significant effect ($\beta = .725, p < .001$) on QIM. If a newspaper library is not resourceful, it will not be able to meet its journalists' ever changing demand. Desmond (1933) specifies that a good newspaper library should be a rich mine of resources, aiding greatly in the production of a more interesting, more accurate, and more complete newspaper. There is no stubborn rule about the type of resource the library should collect and develop. Each will have its own set of criteria for inclusion and exclusion. The policies for collection development should be reviewed periodically to reflect changing interests and pursuits of the news organization, the budget and available space. The various collections will include but not being limited to the following: books, periodicals, pamphlets, databases, clippings, photographs, negatives and transparencies (Reeves, 1993). No newspaper library can safely go for collecting a certain amount of reference material. Provision must be made for collecting information not only on the specific field with which the library is mainly concerned, but for coping with the wider range of inquiries which any library attracts simply because it is there (Whatmore, 1964). Previously, newspaper could regard an extensive well indexed archive as a prime resource offering a competitive advantage over its rivals but nowadays more news resource become available electronically. There can be noticed an increasing reliance on 'co-operative' databases. The economies of scale that can be achieved by database hosts make the commercial logic of this change unavoidable. It seems inescapable that newspaper will see their reasonable advantage in the future as lying not so much in the amount of material held in house as in the efficiency of the information system which selects and distributes material obtained from outside bodies. Particularly, the future lies with efficient information management, not with huge private archive (Arundale, 1991).

7. CONCLUSIONS AND RECOMMENDATIONS

Successful operation of the newspaper industries largely relies upon information and information management (IM) of their libraries. This research develops a conceptual model that links quality information management in newspaper libraries with seven factors that claims to ensure timely delivery of right information in production of news. A survey is conducted based on journalists' perception and result of the study supports the research model. It is notable that there are misconceptions and poor understandings in some newspaper organizations in Bangladesh which force to cloud quality of IM there; some of them are concerned in only implementing new technologies while others only tend to hire skilled library professionals or allocate budget to buy good resources (Biswas, 2009); this research experiences that they are not on right way to expect good information service. Understanding of correlation among all the associated factors of information management to provide quality service is important which is expected to be enhanced within newspaper management, journalists and newspaper librarians from the findings of this research. It is recommended that each of the seven factors found in the study should be considered for successful QIM in newspaper library in Bangladesh. They are: (i) Accurate and consistent information i.e. library should provide accurate and consistent information. Authenticity and quality of information must be ensured before delivering it. (ii) Information access system i.e. information system should be easily and instantly accessible to the working journalists. (iii) Background information i.e. library should provide background information related to the event. (iv) Timeliness

i.e. information should be served immediately when it is necessary. (v) Reference service i.e. continuously needed items should be kept ready in hand in advance. (vi) Library personnel i.e. library personnel should be co-operative to understand and meet their journalist's information need having proper news sense. (vii) Resources i.e. library resources should be continually adjusted with the changing need of their users. But to generalize this research to other countries may be questionable as this research is limited to newspaper organizations in Bangladesh; further empirical study should involve data collection over different countries. This study will be a framework for further studies on this topic. It is also recommend that future research should examine and analyze cost-benefit of both before and after rolling out QIM in newspaper libraries.

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Appendix A

Serial Number	NAME OF NATIONAL DAILY SURVEYED
SN. 01	<i>New Age</i>
SN. 02	<i>The Daily Dinkal</i>
SN. 03	<i>The Daily Star</i>
SN. 04	<i>Diner Sheshey</i>
SN. 05	<i>The Daily Naya Diganta</i>
SN. 06	<i>Amar Desh</i>
SN. 07	<i>Daily Manabzamin</i>
SN. 08	<i>The Independent</i>
SN. 09	<i>The Daily Sangbad</i>
SN. 10	<i>The New Nation</i>
SN. 11	<i>The Daily Inqilab</i>
SN. 12	<i>Amader Shomoy</i>
SN. 13	<i>Prothom Alo</i>
SN. 14	<i>The Daily Janakantha</i>
SN. 15	<i>Daily Bhorer Kagoj</i>
SN. 16	<i>The Daily Jugantor</i>
SN. 17	<i>Daily JaiJaidin</i>
SN. 18	<i>The Daily Sangram</i>
SN. 19	<i>The Daily Ittefaq</i>
SN. 20	<i>The Daily Samakal</i>
SN. 21	<i>The Financial Express</i>
SN. 22	<i>The Daily Bhorer Dak</i>
SN. 23	<i>Bangladesh Today</i>
SN. 24	<i>Dainik Destiny</i>
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