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Methods of managing the editorial staff in Al-Zaman newspaper from the point of view of its members

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Abstract
The objective of the study was to determine, from the perspective of the employees of the Al-Zaman daily, the strategies that are used to manage the editorial team. This research is classified as descriptive research and is based on the survey method. A questionnaire was distributed to a sample of one hundred people working for the Al-Zaman newspaper. One group of findings emerged from the research. Among these, the most significant ones are: Following the phrase "management relies on democratic dialogue methods" in dealing with the workers in the editorial staff, the phrase "management relies on the method of reward and punishment" came to the forefront when it came to the methods of managing the editorial staff in the Al-Zaman newspaper. Both of these phrases were used in the context of dealing with the editorial staff. Based on the findings, it was determined that the administration only gives the editorial staff the authority to make decisions regarding specific subjects. Editors encounter a number of hurdles in their work, the most significant of which are the obvious interference of the administration in their judgements, the obstacles they meet, and the pressures they face from legislators. Due to the variable (kind of work, years of experience, and educational level), it was demonstrated that there were statistically significant variations between the respondents in terms of their participation in editorial decision-making inside the newspaper. Both of these factors were taken into consideration.

Keywords: Management methods, editing device, Al-Zaman newspaper

Introduction
In recent years, written journalism has witnessed many changes and transformations in the field of journalistic work, both in terms of the process of publishing and collecting news, the management and leadership of journalistic work, the nature of the individuals involved in it, their various tasks and responsibilities, which consequently reflected on the relationship of the journalist as a maker and sender of news to the public as a recipient of it. The journalist is no longer the only producer of news, but the public has become an active member involved in the production of journalistic materials, which left its impact on the nature of journalistic work, its practices, various roles and editorial policies. The organizational structure clarifies the specific functions of each department of the newspaper, defines the competencies and boundaries of authority between the multiple organizational levels, which reflects the desire of the medium to control the performance of editors, and works to guide them along a specific path that achieves its various goals, which are consistent with the interests of the newspaper's higher bodies and its editorial policies, and the editorial staff of newspapers includes the editor-in-chief, his managers, deputies working under his authority, department heads, delegates, photographers, technical staff, reporters, directors, digital publishing departments and editors whose task is to Collecting and preparing the news materials that are published in the press, thus the editorial staff undertakes the tasks of collecting, auditing, editing and preparing news for publication, and also provides the technical department with editorial content ready for publication, hence it turns out that the success of any newspaper depends on the skill and efficiency of its editorial staff, which must have the skills of coordination, cooperation and compatibility between its various departments in order to achieve the objectives of the various media.

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The Study Problem

In general, the impact of editorial policy on the selection of press materials for publication is considered the most effective elements in the nature of the work of a press institution that adheres to policies that are consistent with the goals of establishing this organization, and commitment to it is highlighted by the fact that the contact person performs audits of the press content in order to In its production, it is based on the concerted efforts of its employees at different levels and tasks, in addition to the integration of administrative and technical activities that they carry out. Tomorrow, editorial decision-making in newspapers depends on a set of agreed values and standards, which are the main conditions on which journalistic editing is built and applied by all employees to achieve the editorial goals of the newspaper, and the factors that affect the editorial policy of newspapers are varied, such as the conditions of journalistic work, modern technologies, intellectual patterns, the nature of the: Methods and methods of managing the editorial staff of Al-Zaman newspaper from the point of view of its employees, methods of making editorial decisions, how to acquire the rules and foundations of editorial policy and work habits, and the most prominent challenges facing them in their work.

Study questions

The main question

What are the ways of managing the editorial staff of Al-Zaman newspaper from the point of view of its affiliates, and the following sub-questions branch off from this question:

1. What are the methods that editorial managers rely on for their editorial decision-making?
2. To what extent do editors participate in making editorial decisions?
3. How do editors acquire the rules of editorial policy and working traditions?
4. What are the main challenges facing editors in their work.

Study hypotheses

There are statistically significant differences between the researchers in participating in editorial decision-making within the newspaper due to variables (type of job, years of experience, educational level).

Objectives of the study

The study aims to identify

1. Methods of managing the editorial staff in Al-Zaman newspaper and the point of view of its affiliates.
2. The methods that editors rely on when making an editorial decision.
3. How editors acquire the rules of editorial policy and work traditions.
4. The challenges that editors face in their work.

The importance of studying

1. The lack of Arabic and foreign studies that dealt with the methods of managing the editorial staff of newspapers.
2. It is one of the important studies for employees of press institutions, and it can be used in the implementation of other studies in this field.
3. The importance of the study stems from the importance

of journalistic Management, which plays an influential role in the success or failure of the institution according to the methods, concepts and values prevailing among the leadership, their business philosophy and the degree of flexibility in dealing with employees.

Terms of study

The theoretical and procedural definitions of the study variables will be provided to clarify what these concepts are intended for and their meanings used:

1. Management: the process of coordinating, organizing and directing the material and human resources available within an organized group, and requires integration and synergy of humanitarian efforts to achieve specific goals and objectives. (Al-Badawi, 2011, p.: 21) [2].

2. The editorial apparatus of the newspaper: from the administrative side, it is an institution or a purposeful humanitarian field within which the efforts of individuals are grouped and organized in pursuit of specific goals at an earlier time, and it is a substructure in a more comprehensive system, the journalistic organization, and it consists of smaller subunits. (Zaki, 2018, P.: 57) [4].

3. Managing the editorial staff: planning, organizing and directing the editorial staff of the newspaper, consisting of editors, proofreaders, photographers, writers and illustrators working in the various departments of the newspaper in line with its editorial policy and objectives. (Press department, fighter website).

4. Al-Zaman newspaper: Is an independent Iraqi Arab daily newspaper published in Iraqi and Arabic editions in Baghdad, Beirut and London, founded by Saad al-Bazzaz in 1998, and is considered liberal in its presentation of topics (Abdullah, 2016, p.: 35) [6].

5. Procedurally: this study will be applied to the editorial staff of Al-Zaman newspaper to identify ways of managing the editorial staff in it and highlight the difficulties and obstacles faced by editors in their work.

Literature review

1. The study of H. E. Hassiba (2021) entitled: management of press institutions in Algeria a survey of a sample of newspapers for the Daily Shorouk News Liberte The study aimed to identify the reality of managing private press institutions in Algeria by studying the administrative methods and tactics followed by Al-Shorouk daily, Al-Khobar and Liberte in managing their press business in Algeria, in addition to knowing the most important obstacles they face, this study belongs to descriptive research based on the survey methodology through the distribution of a form to 155 individual journalists and administrators in: The sample newspapers of the study rely on hierarchical functional organization, which plays a major role in achieving the goals that serve the interests of the organization and controlling public order, while the most prominent obstacles and pressures faced by newspapers lie in the pressures related to the ownership pattern, in addition to internal political and professional restrictions, economic and legal constraints. (Hassiba, 2022, P.: 457) [5].
2. - A study by Mahrez Hussein Ghali entitled: methods of organizing and managing the editorial staff in Egyptian newspapers and their relationship to the professional independence of editors and the extent of their job

satisfaction. The study sought to analyze the relationship between the methods of organizing and managing the editorial staff in Egyptian newspapers and its relationship to the professional independence of editors and the extent to which they feel job satisfaction, the study tested a set of statistical hypotheses to identify the extent of a relationship between the ownership pattern of the newspaper and both the trends of Egyptian journalists towards the editorial staff and the editorial management who work in its scope, this study belongs to descriptive studies based on the survey method by distributing a form to 147 callers in each of Akhbar Al Youm Al Shorouk Al Ahram seventh day Al Wafd al Ahrar as representing different ownership patterns, and the study the most important results are that The editors at Al-Wafd newspaper believe that the most prominent features of the impact of the features of the leaders of the editorial staff on the aspects of work management and flow in the newspaper they work in is that the leader possesses certain skills and abilities that make him more able to respond to the reality of journalistic competition, the needs of readers and the ability to manage the work team, in addition to the flexibility of the leader, which contributes significantly to the flow of work away from routine and administrative restrictions, while the employees of al-Ahrar newspaper believe that the most important effects arising from the features of the leaders of the editorial staff are embodied in the leader's possession of administrative and organizational skills that enable them to adjust the rhythm of work and implement the plans and editorial policy accurately drawn, While the most prominent effects of the features of the editorial staff in the Seventh Day newspaper lies in their possession of professional skills and abilities that make them more able to respond to the reality of journalistic competition and meet the needs of readers, as for Akhbar Al-Youm newspaper, it lies in the possession of leaders with administrative and organizational skills that enable them to adjust the rhythm of work and, The results also showed that there is a correlation between the methods of organizing and managing the work of the editorial staff and the newsrooms of Egyptian newspapers and the editors ' sense of professional independence, in addition, the results showed that journalists believe that there are a set of methods of interference of senior management in the affairs of the editorial staff, foremost of which is preventing the publication of topics that contradict the management's orientations The most important challenges facing the management of the editorial staff in the studied Egyptian newspapers and the management of work lie in the absence of rehabilitation plans and continuous training for editors and staff, in addition to the weakness of the financial budgets allocated to the editorial department. (Gali, 2011, pp. 121-199) [9].

3. Study of Brain L. Massey & Jacqui Ewart (2014) [14] titled: Sustainability of Organizational Change in the Newsroom A Case Study from Australia Sustainability of organizational change in newsrooms is a case study from Australia. This study aimed to identify the most prominent modern methods that newsrooms in a number of Australian newspapers have begun to rely on

to address the permanent changes imposed by the pressures of competition and the new communication environment, this study belongs to descriptive research and the survey method was used through the distribution of a questionnaire to a sample of newsroom staff and another sample of: The newsrooms in Australian newspapers have witnessed a series of transformations and developments in the ways of managing and organizing work through the application of the collective management method, and through the development of values and concepts of work, as the press services have become more responsive to the needs and requirements of the public, and the study showed that the audience of newspapers have confirmed that the newspapers studied have evolved significantly, become more quality and more expressive of their local problems and issues and became more keen to provide distinctive media services due to the development of management methods (L. Massey, Ewart, 2014) [14].

4. A study by Cristina Andreescu entitled: The management of Media Organization from Theory to Practice Management of media organizations from theory to practice. This study aimed to assess the management methods of media organizations, including press institutions in Romania, by characterizing the methods of management and organization, and the extent of the organization's ability to respond to the needs of individuals in the surrounding environment and their requirements, the results showed that press organizations that operate according to market concepts, standards and strategies are predominantly administrative and organizational development, and that they are able to achieve the highest rates of quality in providing services and production, while organizations that follow undemocratic methods of management and organization cannot provide efficient and quality services, the study also showed that the leadership style, the degree of training and qualification of managers and their vision The study also stressed the importance of the human element as the most important elements of the organization's capital, indicating that the success of the organization in achieving its goals depends on the ability of leaders to convince individuals of its goals and policies, and the extent of its interest in developing the capabilities and skills of its employees. (Andreescu, 2011) [13].

Feedback on literature review
Through the review of previous Arabic and Foreign Studies, the researcher found that it is necessary to conduct more studies related to the methods of managing the editorial staff of newspapers in Iraqi society due to the lack of studies that tried to find out the methods and methods of managing and organizing the editorial staff in newspapers, and the previous studies serve as an important reference and source for the current study benefited from them in many aspects, including:

1. Provide a great understanding about the methods that are followed in the management of the editorial apparatus in newspapers.
2. Accurate identification of the research problem and the formulation of appropriate questions and hypotheses.
3. Supporting the theoretical framework of the study

subject and preparing the study questionnaire.

4. Assistance in interpreting and clarifying the results of the current study and comparing its findings with the results of previous studies to identify similarities and differences.

Similarities and differences between the current study and previous studies In terms of the study community
the study focused on the callers in the newspaper Al-Zaman, which is similar to previous studies that focused on the callers in the various newspapers studied. In terms of the method used: the study was similar to all previous studies in terms of the method used, as all previous studies relied on the survey method. In terms of the tool: the study focused on the use of the questionnaire tool, and thus it is similar to all Arab studies that relied on this tool as well, while it differed from foreign studies that relied on the content analysis and interviewing tool. In terms of results: the study was similar to some of the results of previous studies, especially with regard to the pressures and obstacles that communicators face in their work.

Advantages of previous studies
The previous studies were used in formulating the research problem and its objectives, in determining the appropriate approach to this study and preparing the questionnaire sheet.

Theoretical framework
The editorial staff of the newspaper and the functions of the editor-in-chief The editorial decision-making process is a complex process, there are a number of variables that affect the practices and actions of the president during his selection of a specific alternative to decision-making, embodied in the obstacles imposed by legislation on the leader and external and internal professional pressures, this means that there are a set of factors affecting editorial decision-making, some of which relate to the organization itself, such as editorial policy, which serves the orientations of the owner of the medium and his orientations, the characteristics of the editor-in-chief and his intellectual and professional orientations, which is the main responsible for implementing editorial policy, and other variables related to political pressures, Market Variables, distribution, and the relationship of journalists with sources, and in addition to advertising pressure ، The most important determinants lie in the editorial policy and its influence is shown in making editorial decisions through a number of key features, including alerting editors about the issues they should focus on, it also clearly shows the nature of the political and social biases and orientations of the newspaper and its owners, and identifies broad lines that cannot be touched or exceeded during publication, and the impact of editorial policy extends to directors professionals are considered as an influential factor in their decisions The personality of the editor-in-chief is one of the influential factors in the editorial decision-making, and his role is to guide the editorial decision-making process in planning, where he cooperates with his deputies in preparing the press agenda as a whole, plans the topics to be published in the following issues and evaluates the previous ones, and also plays a guiding role where he directs his deputies and assistants by distributing tasks to his deputies, managers and advisers to arrange He also performs a supervisory role, which means that the editor-in-chief may prevent the publication of some

topics for certain professional or political considerations and may interfere with amending or adding others, he may also determine the editor who will take over the writing of the journalistic material, so that the orientations of this apparatus do not contradict the orientations and interests of the newspaper owners or affect that stretches between blocking the publication of topics that do not correspond Interference in the reconstruction of the enterprise's agenda, interference in the performance of opposition journalists and reducing their responsibilities in the editorial apparatus are determined by political, economic, advertiser pressures, competition and distribution pressures. (Rashid, Al-Jabri, 2020, pp. 23-30) [3].

Conditions for the success of the editorial apparatus of the newspaper
The main choice of the effectiveness of the editorial apparatus as an institution or organization lies in the extent of its ability to achieve its goals under the conditions of its internal environment (the journalistic organization) and its external environment (the journalistic market and the world of journalism). there is a set of criteria that can be relied upon and taken into account in determining the extent of the editorial apparatus's ability to succeed in achieving its goals, which are as follows: (Rashid, Al-Jabri, 2020, pp. 41-42) [3].

1. The productive sufficiency of the editorial staff, which is measured according to several quantitative criteria, including an increase in advertising space and a high distribution rate in order to achieve significant profits and returns for the newspaper.
2. The level of satisfaction among the employees of the editorial staff.
3. The degree of adaptation of the editorial apparatus to the surrounding conditions at the external and internal level.
4. Development and permanent improvement of the editorial apparatus or the degree of organization's response to the transformations that must occur in the degree of knowledge, attitudes, abilities, behaviors of people and organizational structure 2-the tasks of the editorial staff in newspapers, which can be grouped into three basic categories: (Alamuddin, 2009, p.120) [7].

The higher category of supervisory planning positions includes: the editor - in-chief, his deputies, managers and assistants, and the editorial secretary, and their work is characterized by supervisory, administrative and supervisory planning. - The category of middle supervisory planning functions: it has a number of executive functions and includes deputy editorial directors, Department subordinates, and its work is characterized by the supervisory, supervisory and Planning Executive nature. - The category of technical production tasks consists of: editors, reviewers, delegates, photographers, directors, specialists in compiling information, page preparers, correspondents, and its work is characterized by an executive character. 3-tasks of the editor-in-chief or director: (gatekeeper in press institutions, 2022, Mustansiriya University website) He is the main responsible for the newspaper and takes over its leadership, where he guides and guides the employees in all branches of work and production through the distribution of various roles to them. he also has the responsibility of managing the editorial staff. he is the main engine of journalistic work in

the newspaper, in addition to being responsible for the various contents that his newspaper publishes, whether it is news, intellectual issues, investigations or comments. in most cases, the editor-in-chief works on behalf of the newspaper owner, and bears responsibility for all matters related to it, and he also provides his assistants with various ideas for subsequent implementation, and it is also his responsibility to determine the newspaper's policy after meeting with the members of the board of Directors of the newspaper His task is also embodied in linking the sub-sections that make up the editorial staff (Canaan, 2014, P.28) [10]. Many times the editor-in-chief is devoted to editorial matters, while the editorial director is responsible for financial and administrative responsibilities. the most prominent responsibilities related to the editorial director can be listed below: (Abu Asab, 2010, p. 103) [1].

1. The editor-in-chief is the Executive Officer of the daily newspapers and oversees the implementation of the orders addressed to him by the editor-in-chief, and is keen to follow up the mechanism of the workflow in the newspaper.
2. Approval of the publication process in accordance with the wishes and directives of the editor-in-chief and the policy of the medium.
3. Coordination between the editorial staff and the editorial and printing Secretariat.
4. Steps to organize the editorial staff of the newspaper: (Rashid, Al-Jabri, 2020, pp. 39-40) [3]. - Define the roles and responsibilities of each member of the editorial staff.

 Arrange those roles in a sequential manner.- Linking roles and assigning them to certain functions. - Determine the mechanism for coordinating and controlling work. - Grouping all the elements together into an organizational structure or a holistic overall construction.

Applied framework
Curriculum of study
This study belongs to descriptive research based on the survey method through the distribution of a questionnaire to a sample of employees in the editorial staff of the newspaper Al-Zaman.

Community and sample research
The study community was made up of the contact persons in the newspaper Al-Zaman and the available sample was relied on by the researcher who was able to reach them, the number of its members reached 100 individuals, 62 males and 48 females, including editors and administrative staff in addition to the heads of departments and editors.

Psychometric characteristics of study instruments
Honesty: the apparent honesty of the measurement tool relied on in the research was confirmed by presenting the form to a group of arbitrators from the professors at the Faculty of media, and the necessary amendments were made based on their observations.

Constancy: the constancy was verified by the cronbach's Alpha coefficient and was applied to the questionnaire questions and its value was 0.76 and therefore the constancy is acceptable and good. Statistical processing of data: After completing the collection of the study data, they were entered-after encoding - to the computer, then processed and statistical conclusions were drawn using the SPSS program, resorting to the following statistical manipulations:

1. Percentages-arithmetic averages - standard deviations - percentage weights-weighted weights.
2. Analysis of unilateral anova⁄ Way: to test the significance of the differences between the averages of more than two groups.
3. Cronbach's Alpha coefficient (Cronbach's Alpha) for checking stability.

Interpretation and discussion of research results
After collecting the data, entering it into the computer, it was processed and the results were extracted from it as follows:

1. **Methods of managing the editorial staff of the two morning newspapers from the point of view of its affiliates**

Table 1: Distribution of respondents ' answers according to the methods of managing the editorial staff in Al-Zaman newspaper

Statements	Agree	Neutral	Disagree	Arithmetic Mean	Percentage Weight
1- The management relies on a reward and punishment approach in dealing with the editorial staff.	75	6	19	2.56	85.33
2- The management relies on democratic dialogue methods in dealing with the editorial staff.	70	13	17	2.53	84.33
3- The management always strives to correct employees' mistakes and help them develop their skills.	64	15	21	2.43	81
4- The management relies on formal communications between superiors and subordinates.	60	5	35	2.25	75
5- The management ensures continuous communication with the employees through regular meetings with them.	53	10	37	2.16	72
6- Employees are treated based on personal considerations in an unfair manner.	31	26	43	2.12	70.66
7- The leadership adopts a centralized approach in managing the editorial staff.	41	15	44	1.97	65.66
8- The editor-in-chief is the sole person responsible for making editorial decisions.	38	17	45	1.93	64.33
9- In making any decision, the management depends on the opinions of employees and seeks their suggestions.	36	17	47	1.89	63
10- The management ensures to explain the editorial policies and the nature of the work to the employees to form a clear understanding.	35	14	51	1.84	61.33
11- The management focuses on developing the skills of the editorial staff through continuous training courses.	35	5	60	1.75	58.33
12- Employees suffer from a lot of pressure due to the procedures and restrictions imposed on them.	61	10	29	1.68	56

The phrase that the management relies on the method of reward and punishment in dealing with the communicators in the editorial staff came in the foreground with a percentage weight of 85.33 followed by a phrase that the management relies on democratic dialogue methods in dealing with the staff in the editorial staff with a percentage weight of 84.33 this indicates that the management in the newspaper employees have come to suffer from a lot of stress as a result of procedures and restrictions This confirms the keenness of the management at Al-Zaman newspaper to create a comfortable working environment and reduce the amount of pressure on journalists.

2. The degree to which management allows editors to make editorial decision

Table 2: Distribution of respondents ' answers according to the degree of allowing them to make the editorial decision

Statements	Agree	Neutral	Disagree	Arithmetic Mean	Percentage Weight
1- Allowing employees to make decisions on certain matters only.	75	6	19	2.14	71.33
2- Editorial decisions are made by the supervisors themselves without allowing employees to intervene.	54	6	40	1.65	55
3- Providing a great deal of freedom to the editorial staff in making decisions.	16	5	79	1.37	45.66

The phrase came that the administration allows the editorial staff to make decisions on certain matters only with a percentage weight of 71.33, and this is normal. it is difficult for employees to be allowed to make decisions on all matters.there are issues that fall outside their responsibilities and competencies, and therefore they are not authorized to make their own decisions. on the other hand, there are a lot of editorial issues in which editors can be allowed to make decisions, especially those that do not affect editorial policies and the interests of the medium.

3. Degree of participation in editorial decision-making

Table 3: Distribution of respondents according to the degree of their participation in decision-making

Degree of Participation in Making Editorial Decisions	Frequency/%
Yes	46
No	54
Total	100

The results showed that 46% of the respondents participate in the editorial decision-making, while 54% do not participate in the editorial decision-making, which may be due to the nature of the job occupied by the worker or journalist in addition to the level of experience, the management may allow certain people according to their positions and jobs to participate in decision-making.

4. Methods of acquiring the principles of editorial policy and labor policies

Table 4: Distribution of respondents according to their methods of acquiring the principles of editorial policy and labor traditions

Methods of Acquiring Editorial Policy Principles and Work Traditions	Frequency/%
1- Relying on motivation and punishment methods such as providing rewards or salary deductions.	27
2- Clearly announcing the editorial policies.	25
3- Superiors clarify through their editorial policies.	20
4- Clarified by the workers during the work period.	17
5- Holding workshops and training courses to clarify the editorial policy and work principles.	11
Total	100

The results of the previous table showed that the administration is working to clarify the labor policies and principles of editorial policy for journalists and push them to adopt them primarily through relying on methods of motivation and punishment by a percentage of 27% followed by announcing them clearly by a percentage of 25%.

5. The challenges and pressures that editors face in their work

Table 5: Distribution of respondents ' answers according to the challenges they face in their work

Statements	Agree	Neutral	Disagree	Arithmetic Mean	Percentage Weight
1- Continuous and clear intervention from the newspaper's management in the editorial board's decisions.	42	23	35	1.93	64.33
2- Legislative obstacles and pressures.	43	24	33	1.90	63.33
Rigidity in the management style of the editorial board and lack of attention to work development.	50	18	32	1.82	60.66
3- Editorial policy and interests and considerations of the medium itself.	59	9	32	1.73	57.66
4- Lack of financial resources affecting the tasks of the editorial board.	60	5	35	1.71	57
5- Pressures related to the ownership style.	62	8	30	1.68	56
6- Imposing a set of administrative restrictions on the editorial staff that prevents them from expressing their opinions.	55	29	16	1.61	53.66
Total	100				

The results showed that the most prominent challenges facing editors in their work lie in the obvious interference by the administration in their decisions with a percentage weight of 64.33%, followed by obstacles and legislative pressures, with a percentage weight of 63.33%, and these challenges are generally faced by the editor in various

newspapers, he is unable to make his decisions without reference to the leadership, especially those that affect the editorial policies of the medium administrative restrictions on employees of the editorial staff prevent them from expressing their opinions in the last place With a percentage weight of 56%, this confirms the results of the first table, where the administration follows democratic methods

through which editors are allowed to express their opinions.

Hypothesis test results
There are statistically significant differences between the respondents in participating in editorial decision-making within the newspaper due to a variable (type of job, years of experience, educational level).

Table 6: Unidirectional analysis of variance shows the statistical differences in the participation of researchers in decision-making by years

Participation in Decision-Making	Years of Experience	Number	Mean	Standard Deviation	F-Value	Degrees of Freedom	Significance Level
Participation in Decision-Making							
Less than five years	37	1.00	0.00		20.819	97	0.00
Five to ten years	36	1.94	1.013				
More than ten years	27	2.15	0.949				
Total	100	1.65	0.925				

The results of the previous table showed that there are statistically significant differences between the respondents in participating in editorial decision-making due to the variable of years of experience, where the value of (Q) was 20.819 at 97 degrees of freedom and a significance level of 0.00, which is a statistically significant value and therefore

accepts the assumption that there are statistically significant differences between the respondents in participating in editorial decision-making within the newspaper due to the variable of years of experience. To find out the source of the discrepancy in terms of years of experience, the Scheffe dimensional comparison.

Table 7: Dimensional tests among the categories of years of experience in editors ' participation in editorial decision-making

Participation in Decision-Making	Years of Experience (Group 1)	Years of Experience (Group 2)	Difference in Means	Significance Level
Participation in Decision-Making				
Less than five years	Five to ten years	0.401	0.00	
	More than ten years	0.432	0.00	
Five to ten years	More than ten years	0.833	0.00	

The previous table shows that there are differences between the category of less than five years and from five years to ten years, where the morale level reached 0.00, and between the category of less than five years and more than ten years, where the morale level reached 0.00, and between the category of five years to ten years and more than ten years, where the morale level reached 0.00.the source of the discrepancy is due to the category of more than ten years, where it got the highest arithmetic mean 0.833, while the category of less than five years got the lowest arithmetic

mean 0.401, and this confirms that the experience factor plays an important role in allowing management for editors to participate in the editorial decision, the greater their degree of experience, the more opportunities they will be given to participate in decision-making.

There are statistically significant differences between the respondents in participating in editorial decision-making within the newspaper due to the variable of the type of job.

Table 8: One-way variance analysis shows the statistical differences in the participation of respondents in decision-making depending on the type of job

Participation in Decision-Making	Job Type	Number	Mean	Standard Deviation	F-Value	Degrees of Freedom	Significance Level
Participation in Decision-Making							
Editor	59	1.22	0.481	46.425	96	0.00	
Administrative Staff	18	1.99	0.00				
Editor-in-Chief	7	2.00	0.00				
Department Head	16	2.00	0.00				

Table 9: Dimensional tests between job type categories in editors ' participation in editorial decision-making

Participation in Decision-Making	Job Type (Group 1)	Job Type (Group 2)	Difference in Means
Participation in Decision-Making			
	Administrative Staff	0.780	0.00
Editor	Editor-in-Chief	0.780	0.00
	Department Head	0.780	0.00
Administrative Staff	Editor-in-Chief	0.000	1.00
	Department Head	0.000	1.00
Editor-in-Chief	Department Head	0.000	1.00

The results of the previous table showed that there are statistically significant differences between the respondents in participating in editorial decision-making due to the

variable of years of experience, where the value of (Q) was 46.425 at 96 degrees of freedom and a significance level of 0.00, which is a statistically significant value and therefore

accepts the assumption that there are statistically significant differences between the respondents in participating in editorial decision-making within the newspaper due to the job type variable. To find out the source of the variance in terms of function, the Scheffe dimensional comparison tests were used).

The previous table shows that there are statistically significant differences between the category of editor and administrative staff, editor and editor-in-chief, editor and

head of the department, where the morale level reached 0.00, while there were no differences between the category of administrative staff, editor-in-chief, administrative staff, head of Department, editor-in-chief and head of department, where the morale level reached 1.00 she is a source of variation as she got the highest arithmetic mean of 0.780. - There are statistically significant differences between the researchers in participating in the editorial decision-making within the newspaper due to the educational level variable.

Table 10: One-way analysis of variance shows the statistical differences in the participation of respondents in decision-making depending on the educational level

Participation in Decision-Making	Educational Level	Number	Mean	Standard Deviation	P-Value	Degrees of Freedom
Participation in Decision-Making						
Secondary or less	8	1.00	0.00	13.322	97	0.00
University	78	1.51	0.503			
Postgraduate Studies	14	2.00	0.00			
Total	100	1.54	0.501			

The results of the previous table showed that there are statistically significant differences between the respondents in participating in editorial decision-making due to the educational level variable, where the value of (Q) was 13.322 at 97 degrees of freedom and a significance level of 0.00, which is a statistically significant value and therefore

accepts the assumption that there are statistically significant differences between the respondents in participating in editorial decision-making To find out the source of the discrepancy in terms of educational level, dimensional comparison tests (Scheffe)were used.

Table 11: Dimensional tests among the categories of educational level in the participation of editors in editorial decision-making

Participation in Decision-Making	Educational Level (Group 1)	Educational Level (Group 2)	Difference in Means
Participation in Decision-Making			
Secondary or less	University	0.513	0.01
	Postgraduate Studies	1.000	0.00
University	Postgraduate Studies	0.487	0.00

The previous table shows that there are statistical differences between educational levels on the participation of researchers in decision-making, where the morale level reached between a secondary class, less and University 0.01 and between secondary and less and higher studies 0.00 and between university and graduate studies 0.00 and the source of the discrepancy is due to the graduate class, where I got the highest arithmetic mean 1.000, while a secondary class or less got the lowest arithmetic mean 0.487, and this confirms that the higher the educational level of the journalist, the more the management took his opinion when making any decision.

Summary of the most important results of the study
1. With regard to the methods of managing the editorial staff, the phrase that the management relies on the method of reward and punishment in dealing with the communicators in the editorial staff came to the fore with a percentage weight of 85.33%, followed by the management relies on democratic dialogue methods in dealing with the staff in the editorial staff with a percentage weight of 84.33%.
2. The results showed that the management allows the editorial staff to make decisions on certain matters only with a percentage weight of 71.33%.
3. 46% of the respondents participate in making the editorial decision, while 54% do not participate in making the editorial decision.
4. The department works to clarify the labor policies and the principles of editorial policy for journalists and push them to follow them primarily by relying on methods of

motivation and punishment by a percentage of 27% followed by announcing them clearly by a percentage of 25%.
5. The most prominent challenges facing editors in their work lies in the obvious interference by the administration in their decisions with a percentage weight of 64.33%, followed by obstacles and legislative pressures, with a percentage weight of 63.33%. The assumption was accepted: there are significant differences between the respondents in participation in editorial decision-making within the newspaper due to a variable (type of job, years of experience, educational level).

Study recommendations
1. The need to develop the skills of those in charge of Editorial Management, in addition to taking care of editors and training them permanently, which helps in the success of the journalistic process.
2. Providing moral and material incentives, which contributes to the development of the capabilities of employees and increases their ability to produce.
3. Providing an opportunity for journalists to meet with experts and specialists who are skilled in editing from different countries in order to increase their editorial experience, in addition to paying attention to the development of curricula for editorial Arts and methods of managing editorial institutions.
4. The need for press institutions to pay attention to the application of the method of decentralization in the management of their business.

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