



THE ROLE OF LEADERSHIP AND EFFECTIVE STRATEGIC PLANNING FOR NEWS MANAGERS IN RADIO AND TELEVISION IN ENHANCING PERFORMANCE AND RAISING THE EFFICIENCY OF WORKERS IN NEWSROOMS

Hussen Ali Nnoor Al-Mosawy¹ , Afnan Mohammed Shaban²

¹Professor PhD., College of media, University of Baghdad, Baghdad, Iraq. drhussien@comc.uobaghdad.edu.iq

²Assist Prof PhD., Market Research and Consumer Protection Center, University of Baghdad, Baghdad, Iraq. dr.afnan@mracpc.uobaghdad.edu.iq

Received 4/ 9/ 2022, Accepted 30/ 11/ 2022, Published 30/ 6/ 2023

This work is licensed under a CCBY 4.0 <https://creativecommons.org/licenses/by/4.0>



ABSTRACT

The research deals with the role of leadership and effective strategic planning for news managers in radio and television in enhancing performance and raising the efficiency of newsroom workers. Leadership in establishing a culture of creativity, and the study was conducted on a sample of (123) workers in media institutions operating in Iraq and registered with the Media and Communication Commission. Respondents, as for the axis of measuring and managing creativity and raising efficiency by the administration of newsrooms, which encourages individual work and the participation of cadres in making decisions and developing creative ideas, the measurement ratio between two categories is large and very large, and the measurement of the third axis related to establishing a culture of creativity The goal of effective change is large, especially with regard to building a work environment conducive to creativity and encouraging freedom of opinion at an average rate.

Keywords: Television, news, leadership, strategist, radio, planning.

دور القيادة والتخطيط الاستراتيجي الفعال لدى مدراء الاخبار في الاذاعة والتلفزيون في تعزيز الاداء ورفع كفاءة العاملين في غرف الاخبار

حسين علي نور الموسوي¹ ، أفنان محمد شعبان²

¹ الاستاذ الدكتور، كلية الاعلام، جامعة بغداد، بغداد، العراق. dr.afnan@mracpc.uobaghdad.edu.iq

² مركز بحوث السوق وحماية المستهلك ، جامعة بغداد، بغداد، العراق. drhussien@comc.uobaghdad.edu.iq

الخلاصة

يتناول البحث دور القيادة والتخطيط الاستراتيجي الفعال لدى مدراء الاخبار في الاذاعة والتلفزيون في تعزيز الاداء ورفع كفاءة العاملين في غرف الاخبار، ويهدف الى التعرف على دور مدراء الاخبار في الإدارة والتخطيط الاستراتيجي داخل غرف الاخبار وكيفية إدارة الابداع ورفع كفاءة العاملين من قبل الإدارة وتسليط الضوء على دور القيادة في إرساء ثقافة الابداع ، وأجريت الدراسة على عينة مكونة من (123) من العاملين في المؤسسات الإعلامية العاملة في العراق والمسجلة في هيئة الاعلام والاتصال، وتم اعداد استبانة أداة البحث، وتوصل البحث الى نتائج اهمها ان قياس محاور الإدارة والتخطيط السراتيجي كبير جدا لاستجابات المبحوثين، اما محور قياس وإدارة الابداع ورفع الكفاءة من قبل ادارة غرف الاخبار والتي من خلالها تحقيق التشجيع على العمل الفردي ومشاركة الكوادر في اتخاذ القرارات وتطوير الافكار الابداعية فقد بلغت نسبة القياس بين فئتين كبيرة وكبيرة جدا، و ان القياس للمحور الثالث المتعلق بارساء ثقافة الابداع من اجل التغيير الفعال نسبته كبيرة خاصة فيما يتعلق ببناء بيئة عمل تساعد على الابداع وتشجيع حرية الراي بنسبة متوسطة.

الكلمات المفتاحية: التلفزيون، الاخبار، القيادة، الاستراتيجي، الاذاعة، التخطيط.



INTRODUCTION

The management of media institutions, with their material and human components and multiple resources, serves many goals to provide everything that is exciting and attractive to the viewer and listener. Among the satellite channels, which have become widespread and remarkable, and from here, they are established based on three elements: "the presence of communication and communication capabilities between the members of the media organization and the presence of a common goal that the members of the organization strive to achieve as well as the desire of the workers to work" considering that these institutions are nothing but frameworks and systems A means invented by man to achieve goals and objectives that man cannot achieve by himself alone. But today's work environment with rapid change and constant turmoil, global competition and technology, all of this threatens the entity of the institution in increasing its effectiveness and distinction through planned intervention and the employment of all modern knowledge and technology. A flexible and simple organization that responds to those rapid changes in the work environment, and this is what we call today unconventional management, armed with science and professionalism.

FIRST TOPIC: METHODOLOGY OF RESEARCH

1: Research problem: The work mechanisms and creating creativity in what is presented in the newsletter. Based on this, the problem of the study here is limited to knowing the role of leadership in space institutions in developing newsrooms, spreading effective organizational culture, empowering cadres and activating the use of Modern technologies and the development of administrative and organizational structures within newsrooms. The research also seeks to know:

1. What is the role of leadership in activating and spreading organizational culture within newsrooms?
2. What is the role of leadership in empowering cadres and developing their skills?
3. How to activate and use modern technology and employ it in news coverage
4. What are the effects of enhancing and raising efficiency in newsrooms through
 - A- What is the Leadership Excellence Index?
 - b- What is the cognitive excellence index?
 - C- What is the Service Excellence Index?

2: Research Importance: White says, the life and spirit of the organization stem from the characteristics of its administrative leaders." Therefore, the importance of this research is from the importance of the topic presented for the first time in Iraq, as the leadership today, in light of the many changes, is no longer the traditional administration, but rather it must possess the qualifications and future visions and define the goals of the organization (satellite channel) or (radio stations) accurately and choose the means Hence, the importance of this study in shedding light on the role of leaders in meeting the requirements of excellence and creativity in newsrooms.

3: Limits of the Study

- a- Objective limits: The study deals with the role of leadership and effective strategic planning in radio and television newsrooms to enhance performance and raise efficiency for newsroom workers.
- b- Human limits: This study is limited to administrative leaders in radio and television newsrooms through news managers and editorial secretaries, as they perform the same roles and live them in many cases.

- c- Spatial limits: This study includes the media institutions operating in Iraq and registered with the Media and Communication Commission.
- d- Temporal limits: This study was applied during the year 2021.

4: Research objectives

Among the main objectives of the study are:

- a- Recognize the role of news managers in management and strategic planning within newsrooms
- b- Learn how to manage creativity and raise the efficiency of employees by the administration
- c- Shedding light on the role of leadership in establishing a culture of creativity
- d- Determining the goals behind building an effective communication system within the newsrooms
- e- Recognizing how to manage the motivation and enthusiasm of the editor's influx and those associated with the work of newsrooms
- f- Diagnosing work pressures within the administration
- g- Recognizing the indicators of enhancing performance and raising the efficiency of administrative leaders who practice their work in newsrooms through three indicators (leadership, knowledge, and management).

5: Research hypotheses

First: The degree to which leaders in newsrooms practice their leadership role in creating excellence and creativity is average.

Second: There are statistically significant differences for the role of news managers in enhancing performance and raising the efficiency of newsroom workers according to the variables (position, age, educational qualification, years of service in administrative and sexual positions).

Third: There is a statistically significant impact relationship between news managers' practice of their work and the success of achieving their administrative goals

Fourth: There is no significant relationship between news managers to practice their work and achieve the goals of the institution cognitively

Fifth: There are statistically significant differences for the role of news managers in achieving indicators of raising efficiency and excellence (administrative, cognitive and leadership) due to personal data (gender, age, educational qualification, years of service in the position)

6: Research method, sample, validity and reliability procedures, and statistical processes

The researcher used the descriptive approach in the survey method for its suitability to the objectives of the research. It included the research community and was appointed by news managers and its secretaries in some channels and radio and television stations in Iraq, The research sample included (123) individuals. The percentage is 91.0, which is an excellent percentage, and the stability rate is 93.6. The use of a number of statistical operations to achieve the objectives of the research accurately with the help of the statistical analysis program SPSS.

SECOND TOPIC: THEORETICAL FRAMEWORK

Management and effective strategic planning in radio and television

The current development of technology has led to many postulates and setbacks on the practical level for all forms of professions, especially those related to performance. Hence, one of the first professions to have an impact in its field is the work of radio and television and



what is related to these means so that this environment has become measured in terms of its development and public reception through Its adoption of technological values and their applications, and thus management and planning have an effective role in upgrading radio and television institutions and raising the efficiency of their employees in proportion to the nature of modern technology investment. Thus, management and scientific planning have had a prominent impact that is reflected in the nature of providing distinguished services to the future audience, so that directing and controlling workflow, measuring performance efficiency, achieving goals and controlling costs by workers in newsrooms in general and managers responsible for these rooms, especially, has become the basis for development in light of what is planned. In light of this, we can define management as that task in the light of which the work mechanisms are arranged. It is a continuous social process that works to exploit and employ all available resources in the media organization using effective planning, programmed organization and self-monitoring to provide a distinct service and achieve control over the product (news) and coverage. The newsletter also defines management as a process of planning and organizing projects with the aim of achieving certain goals. Peter Drucker, one of the administrative figures, points out that the main goal of management is innovation and marketing together, where management is one of a group of functions through which it seeks to build the institution's policy through the elements (planning, organization, control, guidance To direct the organization's resources administratively and financially through the authority of the Director-General and the strategic management represented in achieving the goals and objectives of the organization, including defining goals, evaluating strategies, studying the market, knowing competitors, providing analysis and interpretation, in addition to studying and analyzing the organization's internal motives and the factors that help its success and the limitations it faces (**Abu Bakr, 2003**). We also have other definitions that are compatible with the nature of the job that you practice, so it is defined as the behavior of those responsible for decision-making within the institution (**Al-Kubaisi, 2006**). In order to achieve the best results, it is a political, economic and social process, as it is a science and an art, and management means cooperation and coordination between individuals within the organization in order to achieve the Objectives (**Ibrahim, 2004**). As for the management of the media organization, it is a group of distinguished activities carried out by people who shelter some of the administration according to some rules . The media, which (**Al-Qahtani, 2001**) is concerned with the production and distribution of knowledge, is the link between the people of society, as it affects channels that connect people without being limited to one side, but addresses various issues of society. Hence, the functions of the media organization are:

1. The function of news and providing individuals with information
 2. Creating a media system that contributes to reshaping the opinions and orientations of society
 3. Work on the interdependence of community members in response to the environment and the environment in which they live
 4. The transfer of values, customs and traditions and the transfer of language and culture does not provoke society
 5. The consultative function where you serve the issues of the nation in general and people and organizations in particular No matter how different media organizations may be, they share basic elements, which are (**Hallaq, 2009**)
1. Objectives of the organization
 2. The institution's staff in all their jobs
 3. Funding and budgeting

4. The headquarters and its contents of machinery and equipment
5. The activity of the media organization
6. Contact
7. Management

Hence, the nerve of the institution and its control depends primarily on the organization, coordination and follow-up of work, so the administrative process includes (Ibrahim, 2004)

1. The art of driving
2. Planning
3. Censorship
4. Organizing
5. Employment
6. Contact
7. Decision making
8. The art of dealing with others

Thus, management is a process of organizing, coordinating and directing human forces and available resources within an organization to achieve specific goals, and management is an innovative thinking related to making the appropriate decision to confront a particular situation in the light of a review of a number of available alternatives, among which a comparison is made (Ezzat, 1994) As for planning, it is a systematic process that seeks to achieve a clear vision About the future of something in order to translate it and turn it into goals depends on a series of steps (Al-Hilali, 2001). It is also known as setting the general goals of the work environment, specifically those that need a long time to reach its results, and then choosing the appropriate means for their implementation in the work environment (Mohsen, 2009) The concept of strategic planning in media organizations also emerges through the ranges offered by this concept. It is a long-term planning that takes into consideration all external and internal variables and identifies all target segments and sectors in addition to competition methods (Labib, 1984) As for media planning, it is defined as Taking scientific measures to inquire about the optimal capabilities, powers and media competencies available to achieve clear goals and a future sample within the framework of a specific media policy using integrated media plans that are being implemented effectively with capable (Hallaq, 2009) administrative and organizational bodies (Helat, 2018).

1. Develop media policies on the basis of which plans to implement interim programs are based
2. Mobilizing the human and material energies in the institution to implement these programs
3. Development and development of cadres
4. Knowing how to deal with internal and external crises and challenges
5. Setting integrated strategic goals
6. Obtaining administrative, technical and organizational devices capable of effectively implementing the plans
7. It provides a future vision in order to achieve a specific agenda

Media planning in general and radio and television planning in particular is based on a basic set of elements and features, which are: (Al-Shaalan, 2004).

First: Availability of information on the available resources and capabilities, including the following:

1. The basic features of the media and communication facilities and the opposing activities of messages and communication devices
2. The reality of academic qualification and training

Second: - Establishing a clear communication policy

Third: Setting priorities and goals

Fourth: Follow up on plans within the framework of long-term planning and its requirements, in addition to following up on plans during implementation and discovering and avoiding obstacles.

The most prominent features of the media planning process are: (**Conger, 2010**)

1. Continuity of planning
2. Concern for the future of the institution
3. Comprehensive planning
4. Flexibility
5. Take responsibility for management and employees

This is offset by the presence of many equipment and challenges facing the leader in managing the organization, including: (**El-Feki, 2008**).

1. Lack of clarity and ambiguity of goals
2. Lack of realism in setting goals
3. Clarity of unmeasurable goals
4. The lower level does not participate in setting goals
5. Focus on some goals and forget about others in order to achieve quick results
6. Inaccuracy of data and information
7. Opposing the trends of workers to implement the plan
8. The various constraints and obstacles facing the achievement of the Objectives

Hence, management is defined as the art and science of influencing subordinates through a common goal that combines the leader and his subordinate (**Al-Rub, 2002**). It is also the leader's ability to persuade and influence individuals to get them to perform their duties and tasks that contribute to achieving the group's common goal (**Al-Hela, 2014**). What distinguishes the strategic leader is the high ability to identify deficiencies and untapped opportunities, formulate the ideal future vision for his organization and express it well, and use unconventional means to achieve the vision and reach the goals. On making important decisions, influencing others, insight, motivation, great confidence in his abilities and capabilities, planning, social intelligence, compensation, culture, moral commitment, where he takes into account principles and values while practicing his work, and there are those who see that the dimensions of effective leadership are achieved. By working to achieve the following: (**Al-Khodari, 2003**)

1. Determining the strategic direction
2. Exploiting and investing capabilities and talents
3. Development of human capital
4. Supporting and strengthening the organizational culture
5. Promoting ethical practices
6. Implementation of institutional balanced regulatory oversight

These dimensions will create what is called excellence, which is determined through three basic indicators intertwined with each other that determine the success of any media organization. These dimensions are

First: Indicators of leadership excellence, including:

1. Provides a clear vision and message for the leadership
2. Ongoing financial and moral support
3. Showing decentralization as an administrative style and delegating employees
4. Empowering the worlds

5. Encouraging creativity and excellence

6. The ability to solve problems

7. Formation of a distinguished work team

Second: Indicators of service excellence, including:

1. Continuous improvement in services

2. Putting quality above everything else

3. Satisfy the audience

4. Determine the needs of the audience

5. Continuous communication with the public and benefiting from all that technology offers

Third: Indicators of cognitive excellence

1. Encouraging continuing education

2. Motivating and rewarding initiatives for both worlds

3. Holding continuous training and qualification courses

4. Benefit from the experiences of other institutions

5. Establishment of a knowledge management

6. Adopting modern technology in management

7. Spreading culture and awareness among employees There is a defining characteristics of a leader thus (Al-Fadl, 2009)

First: Personal characteristics, which are:

1. The courage to take decisions at the right time

2. Optimism about reaching the right results

3. The ability to develop and develop administrative relations

4. Emotional participation based on a strong sense of the difficult situations facing the work team

5. To be trained in the principles and requirements of leadership, and to be rational and sane in making his decisions

6. The ability to make the right decision in the most difficult times

7. Taking responsibility and being fully prepared to defend his decisions

Second: The objective characteristics include:

1. The ability to collect, analyze and synthesize information

2. The ability to formulate and draw tactics for dealing with personnel and technical equipment

3. The ability to explain ideas and communicate information

4. Education, culture, continuous training and developmental courses There are three levels of creativity (Al-Fadl, 2009)

First: Creativity at the individual level is based on the analysis of problems according to rational thinking and inspirational intuitive thinking, which is based on a number of principles, including:

1. Creativity is a cognitive process

2. It is based on the use of logic

3. It is based on a systematic analysis of available opportunities

Second: Creativity at the community level

Third: Creativity at the level of the organization (institution).

THIRD TOPIC: FIELD STUDY

First: Demographic data for the sample



Table (1): The sample description.

Type	male	Number	(%)
		106	86,2
	Female	17	13.8
Age	29-20	33	26.8
	39-30	48	39
	49-40	27	21.9
	59-50	12	9.7
	60 and above	3	2.4
Certificate	Primary	0	0
	medium	30	24.3
	BA	79	64.2
	institute	8	6.5
	Master's	6	4.8
	PhD	0	0
Years of work	2-1	38	30.8
	5-3	78	63.4
	7-6	3	2.4
	10-8	3	2.4
	From 10 and above	1	0.8
Years of service	5-1	53	43
	10-6	39	31.7
	15-11	25	20.3
	20-16	2	1.6
	25-21	3	2.4
	from 26 and above	1	0.8

Table (1) includes the characteristics of the sample in the research

1. the percentage of males is higher than the percentage of females, as the male category came with a percentage of (86,2%) with a total of (106) and the percentage of females (13.8%) with frequency (17).
2. the highest percentage is (39%) with frequency (48) for the age group (30-39), followed by (26.8%) with (33) frequency for the age group (20-29), then the age group (40-49) came with a percentage (21.9%) with (27) repetitions, followed by (50-59) with (9.7%) with (12) repetitions, and the age group (60 and over) came in the last rank with (2.4%) with (3) repetitions.
3. the Bachelor's category got the highest percentage (64.2%) with (79) repetitions, followed by the intermediate category with (24.3%) with (30) repetitions, and the Institute category with (6.5%) with (8) repetitions, followed by the Master's category By (4.8%) with (6) repetitions.
4. the category of work years in the institution from (3-5 years) got the highest percentage (63.4%) with (78) recurrences, then followed by (1-2 years) category with (30.8%) with (38) recurrences, while the category (6-7 years) and a category (8-10 years) and they got a rate of (2.4%) and recurrences (3), the last rank was a category (from 10 years and over) with a rate of (0.8%) with repetitions (1).
5. the category (1-5 years) got the highest percentage (43%) with (53) recurrences among the categories of years of service in all media institutions regardless of the type of work, followed by the category (6-10) years with a rate of (31.7%). The category (11-15) scored (20.3%) with (25) recurrences, and the category (21-25) came with (2.4%) with (3) recurrences, and the category (16-20 years) with (1.6%) recurrences (2), followed in the last order by a category (from 26 and above) with a rate of (0.8%) with repetitions (1).

Table (2): shows the type of work for the respondents.

Category	Number	(%)
TV news manager	26	21.1
Radio news manager	14	11.3
TV Editorial Secretary	52	42.2
Radio editorial secretary	31	25.2
Total	123	% 100

The results of the table indicate that the highest percentage of employees is a television editorial secretary with a percentage of (42.2%) with (52) recurrences, while those working as a radio editorial secretary have a percentage of (25.2%), followed in the order of workers by a television news director with a rate of (21.1%) with (26) recurrences. Then the workers came as a radio news director with a rate of (11.3%) with 14 recurrences.

Table (3): respondents' answers, the axis of management and strategic planning in newsrooms

Phrase	repetitions and descent Centennial	measurement					mean	standard deviation	K-Test	morale level
		very few	few	medium	large	very large				
Objective diagnosis of work requirements in the media organization	Repetitions	2	20	28	30	43	3.96748	1.144731	61.512 ^a	0.05
	(%)	1.6	16.2	22.7	24.3	34.9				
Building a future vision	Repetitions	1	8	11	35	68	3.747967	1.149437	37.041 ^a	0.05
	(%)	0.8	6.5	8.9	28.4	55.2				
Discuss development plans with cadres	Repetitions	0	1	11	34	77	4.317073	0.926098	122.650 ^a	0.05
	(%)	0	0.8	8.9	27.6	62.6				
Discuss development plans with senior management	Repetitions	0	0	10	42	71	4.520325	0.693643	111.374 ^b	0.05
	(%)	0	0	8.1	34.1	57.7				
Develop plans and supervise implementation to bring about change	Repetitions	1	2	6	31	83	4.495935	0.644955	45.415 ^c	0.05
	(%)	0.8	1.6	4.8	25.2	67.4				
Having transparency in making decisions	Repetitions	2	20	28	30	43	4.569106	0.736421	197.772 ^a	0.05
	(%)	1.6	16.2	22.7	24.3	34.9				

(Table 3): shows that measuring the axis of management and strategic planning in newsrooms indicated very large responses from the respondents about the statements, and that the percentage obtained by the phrase (making plans and supervising implementation to bring about change) was (67.4%) with an arithmetic mean (4.569106) and a standard deviation (0.736421).) and the value of the K-Test (197.772a) at the level of significance ((0.05)

Table (4): the respondents' answers about the axis of creativity management and raising efficiency

Phrase	repetitions and descent Centennial	measurement					mean	standard deviation	K-Test	morale level
		very few	few	medium	large	very large				
Always make decisions to motivate cadres	repetitions	18	26	39	35	35	3.658537	1.158216	61.512 ^a	0.05
	(%)	14,6	21.1	31.7	28.4	28.4				
Encouraging individual creativity	repetitions	0	3	33	87	87	4.682927	0.517197	37.041 ^a	0.05
	(%)	0	2.4	26.8	70.7	70.7				
Involve staff in decision making	repetitions	0	2	28	93	93	4.739837	0.47628	122.650 ^a	0.05
	(%)	0	1.6	22.7	75.6	75.6				
Working on developing ideas for a solution	repetitions	14	21	47	34	34	4.089431	1.342912	111.374 ^b	0.05
	(%)	11.3	17	38.2	27.6	27.6				
Problems in the work environment	repetitions	4	9	20	57	33	3.861789	1.002662	45.415 ^c	0.05
	(%)	3.2	7.3	16.2	46.3	26.8				
Work with cadres to develop and embody creative ideas	repetitions	2	7	16	24	74	4.308943	1.00922	197.772 ^a	0.05
	(%)	1.6	5.6	13	19.5	60.1				

Table 4: shows that the measurement of the creativity management axis and raising efficiency indicated very large responses from the respondents about the phrases and that the percentage obtained by the phrase (encouraging individual creative work) by (70.7%) with an arithmetic mean (4.682927) and a standard deviation (0.517197) and the value of the K- Test (37.041a) at the level of significance ((0.05)

Table (5): Respondents' responses to the theme of establishing a culture of creativity for effective change

Phrase	repetitions and descent Centennial	measurement					mean	standard deviation	T-Test	morale level
		very few	few	medium	large	very large				
Building a work environment conducive to creativity for effective change	repetitions	1	2	17	61	42	4.146341	0.775474	111.919 ^a	0.05
	(%)	0.8	1.6	13.8	49.5	34.1				
Strengthening the values and behaviors of the staff that contribute to making changes	repetitions	0	1	20	35	67	4.365854	0.781636	75.862 ^b	0.05
	(%)	0	0.8	16.2	28.4	54.4				
Encouraging freedom of opinion and expression among cadres about the premises of change and posing problems	repetitions	11	8	22	47	35	3.634146	1.154239	59.154 ^a	0.05
	(%)	8.9	6.5	17.8	38.2	28.4				
Seeking to adapt rules and instructions to serve the goals of change	repetitions	0	0	9	31	83	4.601626	0.623841	70.439 ^c	0.05
	(%)	0	0	7.3	25.2	67.4				
Encouraging the participation of cadres in presenting plans and solving problems	repetitions	0	0	5	39	79	4.601626	0.568862	66.927 ^c	0.05
	(%)	0	0	4	31.7	64.2				
Encouraging individual creativity within the work environment	repetitions	0	4	18	46	55	4.235772	0.820648	55.244 ^b	0.05
	(%)	0	3.2	14.6	37.3	44.7				

Table 5: shows that the measurement of the axis of establishing a culture of creativity for effective change indicates very large responses from the respondents about the phrases and that the percentage obtained by the phrase (encouraging the involvement of cadres in presenting plans and solving problems) was (64.2%) with an arithmetic mean (4.601626) and a standard deviation (0.568862) and the T-test value (55,244b) at the level of significance ((0.05).

Table (6): The respondents' answers on the axis of building an effective communication system.

Phrase	repetitions and descent Centennial	measurement					mean	standard deviation	T-Ttest	morale level
		very few	few	medium	large	very large				
Building a communication system within the organization and newsrooms to serve the goals of change	repetitions	8	17	44	25	29	3.406504	1.179312	29.642 ^a	0.05
	(%)	6.5	13.8	35.7	20.3	23.5				
Develop data and information updating systems	repetitions	18	31	57	22	2	2.666667	0.989011	50.699 ^a	0.05
	(%)	8.9	25.2	46.3	17.8	1,6				
The development and use of technology in building an effective communication system to link the members of the institution	repetitions	0	0	6	21	96	4.731707	0.544317	113.415 ^b	0.05
	(%)	0	0	4.8	17	78				
Linking the internal and external work system to a distinguished communication system that ensures the smooth access of information and data to and from the newsroom	repetitions	6	8	51	32	26	3.520325	1.050758	55.902 ^a	0.05
	(%)	4.8	6.5	41,4	26	21.1				

Table 6: shows that the measurement of the axis of building a communication system indicates great responses from the respondents about the phrases and that the percentage obtained by the phrase (Development of data and information updating systems) was (46.3%) with an arithmetic mean (2.666667), a standard deviation (0.989011) and a T-Test value (50.699). a) at the level of significance ((0.05).

Table (7): The respondents' answers about the axis of managing motivation and enthusiasm among newsroom cadres

Phrase	repetitions and descent Centennial	measurement					mean	standard deviation	T-Test	morale level
		very few	few	medium	large	very large				
The ability to build confidence among staff in the value of their work	repetitions	3	4	27	35	54	4.081301	1.004853	75.984 ^a	0.05
	(%)	2.4	3.2	21.9	28.4	43.9				
Encouraging the development of their skills towards improving the work environment	repetitions	15	17	23	40	28	3.398374	1.310361	16.309 ^a	0.05
	(%)	12.1	13.8	18.6	32.5	22.7				
Attempting to establish an effective system of incentives to create an environment for motivation	repetitions	3	14	22	31	53	3.95122	1.136962	58.260 ^a	0.05
	(%)	2.4	11.3	17.8	25.2	43				
Building the capacity to encourage self-criticism	repetitions	12	21	27	34	29	3.406504	1.304704	11.106 ^a	0.05
	(%)	9.7	17	21.9	27.6	23.5				
Encouraging the rule of constructive criticism among subordinates	repetitions	14	18	32	31	28	3.333333	1.290994	10.699 ^a	0.05
	(%)	11.3	14.6	26	25.2	22.7				

Table 7: shows that measuring the motivation and enthusiasm management axis of newsroom staff to very large responses from respondents about the phrases and that the percentage obtained by the phrase (the ability to build confidence among staff with the value of their work) was (43.9%) with an arithmetic mean (4.081301) and a standard deviation (1.04853) And the value of the T-test (75.984a) at the level of significance (0.05).

Table (8): shows the respondents' answers about the axis of managing work pressures in the organization.

Phrase	repetitions and descent Centennial	measurement					mean	standard deviation	T-Test	morale level
		very few	few	medium	large	very large				
Transparently discussing development plans with the senior management of the media organization	repetitions	27	35	38	16	7	2.520325	1.140532	27.528 ^a	0.05
	(%)	21.9	28.4	30.8	13	5.6				
Listening to opinions, whatever they are, to evaluate the work environment	repetitions	12	27	41	22	11	3.105691	1.213402	18.423 ^a	0.05
	(%)	9.7	21.9	33.3	17.8	8.9				
Manage listening discussions to explain the dimensions of development plans with cadres	repetitions	9	19	17	33	45	3.699187	1.305317	33.301 ^a	0.05
	(%)	7.3	15.4	13.8	26.8	36.5				
Encouraging discussion and avoiding mistakes	repetitions	23	31	37	18	14	2.747967	1.245276	14.358 ^a	0.05
	(%)	18.6	25.2	30	14.6	11.3				
Explain the dimensions of changing business plans in line with the requirements of each stage in the spirit of transparency	repetitions	35	41	25	13	9	2.349593	1.207787	30.699 ^a	0.05
	(%)	28.4	33.3	20.3	10.5	7.3				

Table 8: shows that the measurement of the work stress management axis in the organization resulted in great responses from the respondents about the phrases and that the percentage obtained by the phrase (listening to opinions, whatever to evaluate the work environment) was (33.3%) with an arithmetic mean (3.105691) and a standard deviation (1.213402) and a test value T(18.423a) at the level of significance (0.05).

Table (9): Respondents' answers about the Leadership Excellence Index.

Phrase	repetitions and descent Centennial	measurement					mean	standard deviation	T-test	morale level
		very few	few	medium	large	very large				
Providing leadership vision	repetitions	5	9	15	48	46	3.98374	1.078734	70.130 ^a	0.05
	(%)	4	7.3	12.1	39	37.3				
Investing material and moral support to serve the goals of the editorial team	repetitions	3	6	12	35	67	4.276423	0.994252	116.959 ^a	0.05
	(%)	2.4	4.8	9.7	28.4	54.4				
Adopting decentralization as an administrative style in the leadership of cadre	repetitions	0	8	21	33	61	4.203252	0.940521	50.691 ^b	0.05
	(%)	0	6.5	17	26.8	49.5				
Empowering workers	repetitions	12	16	25	38	32	3.504065	1.276355	18.992 ^a	0.05
	(%)	9.7	13	20.3	30.8	26				
Encouraging creativity and excellence	repetitions	0	3	15	32	74	4.439024	0.790791	95.049 ^b	0.05
	(%)	0	2.4	12.1	26	60.1				
Ability to solve problems	repetitions	8	11	17	49	38	3.796748	1.166186	52.569 ^a	0.05
	(%)	6.5	8.9	13.8	39.8	30.8				
Ability to form work teams	repetitions	9	10	47	22	35	3.520325	1.196646	43.626 ^a	0.05
	(%)	7.3	8.1	38.2	17.8	28.4				

Table 9: shows that the measurement of the leadership excellence index axis resulted in very large responses from the respondents about the phrases and that the percentage obtained by the phrase (Encouraging Creativity and Excellence) was (60.1%) with an arithmetic mean (4.439024), a standard deviation (0.790791) and a T-test value (95.049b). at the level of significance (0.05).

Table (10): respondents' answers about the cognitive excellence index.

Phrase	repetitions and descent Centennial	measurement					mean	standard deviation	K-Test	morale level
		very few	few	medium	large	very large				
Encouraging continuous learning and training	repetitions	12	16	47	25	23	1.191455	1.196646	29.967	0.05
	(%)	9.7	13	38.2	20.3	18.6				
Motivation to reward outstanding	repetitions	6	24	48	37	8	3.138211	0.969411	53.789 ^a	0.05
	(%)	4.8	19.5	39	30	6.5				
Holding training and qualification courses	repetitions	34	42	25	12	10	2.365854	1.216474	31.024 ^a	0.05
	(%)	27.6	34.1	20.3	9.7	8.1				
Benefit from the experiences of other institutions to develop the work environment	repetitions	8	12	15	41	47	3.869919	1.21439	52.732 ^a	0.05
	(%)	6.5	9.7	12.1	33.3	38.2				
Create a knowledge management	repetitions	44	39	21	8	11	2.211382	1.249603	42.976 ^a	0.05
	(%)	35.7	31.7	17	6.5	8.9				
Adopting modern technology in management	repetitions	41	30	27	15	10	2.373984	1.282917	24.764 ^a	0.05
	(%)	33.3	24.3	21.9	12.1	8.1				
Spreading culture and awareness among employees	repetitions	6	15	18	30	54	3.902439	1.230851	55.902 ^a	0.05
	(%)	4.8	12.1	14.6	24.3	43.9				

Table 10: shows that the measurement of the cognitive excellence index axis to the average responses of the respondents about the phrases and that the percentage obtained by the phrase (motivation to reward the distinguished) was (39%) with an arithmetic mean (3.138211) and a standard deviation (0.969411) and the value of the Ka test (53.789a) when The level of significance (0.05).

Table (11): Respondents' answers about the Service Excellence Index.

Phrase	repetitions and descent Centennial	measurement					mean	standard deviation	T-Test	morale level
		very few	few	medium	large	very large				
Continuous improvement of production services and tools	repetitions	18	14	27	31	33	3.382114	1.376145	11.106 ^a	0.05
	(%)	14.6	11.3	21.9	25.2	26.8				
paramount the quality element	repetitions	20	13	38	25	27	3.211382	1.3444	13.870 ^a	0.05
	(%)	16.2	10.5	30.8	20.3	21.9				
Satisfying the internal and external audience through the means of communication	repetitions	18	14	45	22	24	3.162602	1.282761	23.545 ^a	0.05
	(%)	14.6	11.3	36.5	17.8	19.5				
Determining the needs of the public within an integrated short- and long-term plan	repetitions	26	28	30	17	22	2.845528	1.385123	4.358 ^a	0.05
	(%)	21.1	22.7	24.3	13.8	17.8				
Continuous communication with the cadres and the public of the institution	repetitions	17	15	31	26	34	3.365854	1.368667	11.431 ^a	0.05
	(%)	13.8	12.1	25.2	21.1	27.6				
Take advantage of what technology offers to manage the types of services in the organization in general and newsrooms in particular	repetitions	0	3	11	42	67	4.406504	0.755715	84.577 ^b	0.05
	(%)	0	2.4	8.9	34.1	54.4				

Table 11: shows that the service excellence index measured very large responses from the respondents about the phrases, and that the percentage obtained by the phrase (utilizing what technology provides to manage the types of services in the organization in general and newsrooms in particular) was (54.49%) with an arithmetic mean (4.406504) and a standard deviation (0.755715) and the T-test value (84.577b) at the level of significance (0.05).



FOURTH TOPIC: RESULTS AND CONCLUSION

First: The results of the management and strategic planning axes, as the following was found:

1. With regard to the measurement ratio for the first axis and its six paragraphs, the highest percentage was for a very large group and ranged between 41 to 67%, and this clearly reflects the administration's keenness to diagnose work requirements, build a future vision, discuss development plans and set plans, and the presence of a kind of transparency in its discussion with cadres
2. As for the axis of measuring and managing creativity and raising efficiency by the newsroom management, through which to encourage individual work and involve cadres in taking decisions and developing creative ideas, the measurement ratio between two categories is large and very large, 28.4% and 75.6%, while The rate of individual decision-making and low employee motivation was 14.6%
3. The percentage of measurement for the third axis related to establishing a culture of creativity for effective change amounted to 49.5%, especially with regard to building a work environment conducive to creativity and encouraging freedom of opinion by 35%, while the percentage of encouraging workers to participate in evaluating plans and solving problems reached an average rate of 3% Also, the percentage of the category of putting forward ideas and finding solutions through a work team that brings together senior management and employees reached 17.8%
4. As for the fourth axis related to building an effective communication system that contributes to the unification of efforts and the use of modern technology to link departments and between the institution and abroad, it reached 78%, knowing that these systems are still simple, and their effectiveness rate is 13.8%
5. As for the ability of news managers to manage the motivation of employees, especially with regard to encouraging the development of skills, building self-criticism and building an encyclopedic culture among workers in the news department and related departments, the measurement rate was 32,5%, which is a small percentage, but the percentage of ability to build The confidence of cadres in the work they provide is 43,9%
6. As for pressure management, the measurement rate in discussing development plans was 30.8%, but how to manage these pressures in a transparent manner, provide solutions and discuss problems, the measurement percentage was weak, amounting to 5.6%, and this weak percentage also applies to listening to opinions to evaluate the work environment 8.9%

Second: As for indicators of enhancing performance and raising efficiency in newsrooms, they were represented in three main indicators, the results of which were as follows:

1. The service excellence index, which included seven paragraphs and was an important element in activating the work team, as it got 48%, while the category of adopting decentralization as an administrative style in leadership got 39%. As for encouraging creativity, it reached 45% and the ability to solve problems reached 60 %
2. As for the cognitive excellence index and its seven categories, the measurement ratio occupied a medium degree, where the category of encouraging education got 38% and the category of motivation got 39%, while the category of benefiting from the experiences of other institutions for development 38.2
3. Finally, the service excellence index, and through its six categories, obtained varying rates, amounting to a very few in improving services and its tools, amounting to 14.6%, and determining the needs of the public within an integrated short and long-term plan, which amounted to 21.1%. 30.8%, as well as the percentage of internal and external audience



satisfaction through the means of communication reached 36.5%, and finally the use of modern technology in managing newsrooms was an average of 54.4%

REFERENCES:

1. Abu Bakr, M. M. (2003). *The Reference in Strategic Thinking and Strategic Management*. University House, Alexandria, 23.
2. Al-Fadl, M. A. (2009). *Creativity in Administrative Decision-Making*, Ithraa for Publishing and Distribution, Jordan, 18
3. Al-Hela, A. A. (2014). *A Suggested Model for Education Organizations as an Entrance to Institutional Excellence*, Ph.D. Thesis, Suez Canal University, 82
4. Al-Hilali, I. M. (2001). *Planning and Media Planning*, House of Cultural Affairs. Baghdad, 45-50.
5. Al-Khodari, M. A. (2003). *Crisis Management, An Economic Administrative Approach to Resolving Crises at the Level of the National Economy*, 2nd, Madbouly Library, Cairo, 207-209.
6. Al-Kubaisi, A. (2006). *Strategic Planning for Educational Leaders*. Naif University for Security Sciences, Riyadh, 19.
7. Al-Qahtani, S. S. (2001). *Administrative Leaders*. King Saud University, Riyadh, 13
8. Al-Shaalan, F. A. (2004). *Leadership and Crisis Management*. The Cooperation Council for the Arab States of the Gulf, General Secretariat, Riyadh, 106.
9. Al-Rub, S. G. (2002). *Strategic Leadership*. Dar Al-Fikr- Al-Arabi, Cairo, 72
10. Conger, J. (2010). *Leadership and Management in the Information Age - The Path to Leadership: Competence or Charisma*. Emirates Center for Islamic Studies and Research, Abu Dhabi. 65
11. El-Feki, I. (2008). *The Magic of Leadership and How to Really Become a Leader*, Dar Al-Yaqeen for Publishing and Distribution, Egypt, 15-17
12. Hallaq, B. (2009). *Management of Media Institutions*. Syria Al-Rawda Press. 125
13. Helat, B. (2018). *Media Institutions Department*, Dar Al Arabi for Publishing and Distribution, Egypt, 106
14. Ezzat, M. F. (1994). *Department of Media Institutions*. Dar Al Arabi for Publishing and Distribution, Egypt, 26
15. Ibrahim, A. (2004). *Organizational Development in the Educational Institution*. Dar Al-Wafaa, Alexandria, 20
16. Labib, S. (1984). *Studies in Arab Television Work*, Baghdad, Media Documentation Center, 28
17. Mohsen, H. J. (2009). *Media Planning and Media Policy*, Al-Nahrain House for Distribution, Publishing and Advertising, Baghdad, 43