The requirements of total quality management and the determinants of its application in private Iraqi press institutions: Al-zaman newspaper as a model

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Abstract

This study investigates the requirements of total quality management (TQM) and the determinants affecting its application in Al-Zaman newspaper, one of Iraq's leading private press institutions. The research employed a survey methodology, using a structured questionnaire administered to 30 participants representing journalistic, administrative, and technical staff. Five TQM dimensions, each measured through four indicators, were assessed to capture the perceptions of employees regarding the availability and effectiveness of quality practices. Data were analyzed using the Statistical Package for the Social Sciences (SPSS). The results revealed that while senior management at Al-Zaman demonstrates formal support for TQM, there is a lack of strategic planning and a limited understanding of its operational mechanisms. The findings underscore the challenges faced by private Iraqi press institutions in embedding quality practices, despite growing pressures from advanced information and communication technologies and the intensifying competition within the media sector. This study concludes that the adoption of TQM can enhance institutional performance, attract audience trust, and reinforce employee involvement in decision-making, provided that management develops clear strategies for implementation.

Keywords: Al-Zaman Newspaper, Media Administration, Media Institutions, Private Journalism, Quality Requirements, Total Quality Management.

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1. Introduction

The successive technological transformations and the increasing application of these technologies in the field of media and communication have placed privately owned journalistic institutions in a difficult position today, forcing them to make choices to maintain their survival and the continuity of producing their costly journalistic products or services. This requires the concerted efforts of numerous human and technical resources and demands clear and specific coordination for

its output. This is essential for these institutions to overcome the obstacles and challenges of the new professional reality of journalistic work and its capabilities, which have been imposed by the flowing currents of media globalization and the contemporary communication environment. This is especially true after the economic crises they have faced, and the escalating criticism directed at them due to the prevailing stagnation in their administrative thinking over recent decades. The need arose to review their administrative impact in accordance with the prevailing changes, as they are ultimately administrative institutions where management and the administrative apparatus hold a significant position. The shift in competitive struggle from resources and capabilities to the journalistic labor market indicates a precise transitional movement from focusing solely on journalistic content to considering how to manage and market the final journalistic service they provide locally and internationally, making it the cornerstone of the media and communication process in general, and journalism in particular.

Given that Total Quality Management has proven effective and successful in various sectors, it is no longer limited to the economic aspect alone but has extended to social, political, cultural, and educational aspects, making it an important axis of modern management. It is generalizable and shareable, allowing all journalistic institutions, regardless of their objectives and principles, to benefit from it. This has prompted many researchers in the media field, such as Abu Khalif [1]; Sami, et al. [2]; Abdel-Rahim [3] and Jumaa [4] to focus on applying the objective foundations of this system in the proper management of media and journalistic institutions. This aims to create a distinguished institution capable of competing internationally and even locally, clarifying that the Total Quality system, as a "modern administrative system" in media institutions, represents the illuminating beam that does not focus solely on the media aspect but achieves a balance between it and the administrative aspect. In light of this, this research will discuss the importance of the administrative dimension under Total Quality Management and its impact on the nature of work, both in the efficiency of employees and the quality of journalistic material, thereby granting it more power and effectiveness in delivering the best to the public while preserving the goals of its funders and the security of its employees, and how this reflects on maximizing societal benefit from journalistic efforts. This is achieved by understanding the reality of managing and operating private Iraqi journalistic institutions in light of the requirements of Total Quality Management and the extent of their reliance on the availability of these requirements and their consistency with the administrative processes they undertake, especially since the latter are highly complex due to the multitude of variables they interact with as a result of the journalistic nature they have witnessed since the events of 2003 until now, leading to the possibility of its application and the effectiveness of its use in their service process to support achieving continuity and competitiveness and providing more efficient content. Anyone contemplating the state of these institutions will, in one way or another, perceive a spirit of indifference, neglect, and, more significantly, bankruptcy and employee layoffs. Thus, this study aims to answer the question: To what extent do private Iraqi journalistic institutions rely on the availability of Total Quality Management requirements in their administration? To accomplish this aim, this research is organized as follows: The theoretical framework that discusses the emergence of journalistic institutions and private journalism in Iraq, the concept of Total Quality Management, how it transitioned to the media field, its most prominent determinants, and its importance, followed by details of the approach and tools, and a discussion of the results and conclusions.

2. Theoretical Framework

2.1. Journalistic Institutions and Private Journalism in Iraq

Historical literature indicates that Iraq became acquainted with independent journalism (i.e. private journalism) after the declaration of the Ottoman Constitution in 1908. The constitutional revolution granted freedom of publication, leading to the emergence of private sector newspapers in Iraq, most notably Al-Baghdad newspaper [5]. The number of newspapers published during the Ottoman constitutional period (1908-1914) expanded to 69, and between 1918-1936, over 150 newspapers and magazines were issued. During the first republican era (1958-1963), approximately 120 newspapers and magazines were published, representing various political, social, economic, and religious orientations [6]. However, these publications were characterized by their short lifespan due to their complete reliance on the financial capacity of the newspaper owner and the limited number of copies sold [7].

Iraq did not adopt the term *'journalistic institution'* until the issuance of Law No. 155 of 1967, which established a public institution for printing and journalism. This was approximately seven years behind Egypt, which had formed private institutions to manage newspapers owned by the National Union under Article Six of Law No. 156 of 1960 [8]. Consequently, journalism transformed from a mission into a massive industry with its own economics. The perspective of those in charge of journalistic institutions shifted from viewing it as a social objective to an economic one. Therefore, every institution strives to find practical and administrative mechanisms aimed at increasing its profits to ensure its continuity and progress [9].

2.2. Total Quality Management Concept

Total Quality Management (TQM) has diverse definitions. Some consider it a strategy, a culture, a system, and an integrated administrative approach in economics. However, in this research, it will be treated as an administrative philosophy for journalistic institutions, through which they can simultaneously meet all public needs and their own objectives. To understand TQM, its components must be analyzed as follows [10].

- Management: The administrative content encompassing planning, organizing, controlling, and directing all institutional activities to foster a philosophy centered on continuous improvement to achieve optimal results.
- Quality: Meeting beneficiary desires and striving to fulfill them from the initial stage without defects or errors.

- Total: Every individual in the institution participates in creating and sustaining the quality of products and services, either personally or through teamwork.

There is no consensus on the initial use of the term Total Quality Management. Some researchers attribute its origins to quality pioneers, while others suggest that the effects of TQM date back to 1926. Other studies indicate that the roots of TQM trace back to 1949, while American organizations began to focus on TQM in 1980. There was also confusion in translating TQM from Japanese to English, where it was initially referred to as Total Quality Control (TQC) [11]. By replacing the word 'control' with 'management,' given that quality should not only be controlled but also managed, this idea paved the road for the emergence of Total Quality Management [12]. However, it did not emerge as a formal administrative function until recently, where it is now viewed as a function within administrative institutions, equivalent to other functions such as procurement [13].

2.3. Transition of Quality Management Concept from Industry and Economy to Media

The issue of media reform has occupied a prominent position in the call for political reform, especially as it has suffered from a multifaceted crisis, including; weak credibility of its means, low public trust, manipulation by political, social, and commercial powers, internet competition, and others. Furthermore, the media's misuse of certain linguistic and political terms, such as false democracy and freedom, and the inadequacy of information and discussions it publishes for citizens to participate in decision-making in the political process [14] prompted many international organizations to attempt to develop media quality standards, similar to the quality measurement specifications in the production and service sectors adopted by global economic institutions. This considers the evolution of the media concept as a public service and that its products are intangible and heterogeneous services or goods characterized by rapid obsolescence and deterioration, which aligns with the concept of quality that emerged in the 1980s in the United States to keep pace with intense competition [15].

From 2002 to 2015, the Media and Society Foundation (MSF), with assistance from International Standardization and Accreditation Services (ISAS), developed a specific quality management standard for the media industry titled (9001 ISAS BCP). This standard, based on 13 dimensions, gained recognition from the professional community in countries where it was implemented, such as Mexico, Malaysia, Switzerland, France, and Indonesia [1]. The 2016 version of this standard was updated to (ISAS MEDIA 9001). Adopting quality management according to this standard by any media institution is entirely voluntary and must be a strategic decision by the institution to help improve its overall performance and form an integral part of sustainable development initiatives [14].

CEO David Balme also highlighted this in his report on "Quality Management in Media Organizations: New Requirements and Benefits," stating that the requirements compiled in the ISAS MEDIA 9001 standard represent best administrative practices not only for producing high-quality news but also for ensuring the long-term sustainability of media outlets while considering the objective of serving the public interest [16].

Based on the foregoing, it is imperative to clarify that TQM and the ISO Quality Management System are compatible concepts with no conflict, linked by a complementary relationship. Since the ISAS MEDIA quality management standard for media is based on and inspired by the rules of this system, media institutions in general, and journalistic institutions in particular, can adopt TQM as an approach to obtain this standard [17]. Thus, adopting the concept of TQM in media comes with two intertwined meanings: one realistic and the other sensory. Quality in its realistic sense means the commitment of media institutions to fulfill international requirements and standards based on the global ISO system. The sensory meaning, however, focuses on the feelings of the media service beneficiary and their satisfaction with the level of this service [18].

2.4. Reasons for Interest in Total Quality in Private Iraqi Journalistic Institutions

The convergence of several factors has necessitated attention to and implementation of Total Quality in journalistic institutions, these include [19]:

1- Total Quality has become the language of the era and a hallmark of media excellence.
2- Intense competition between traditional and digital media globally, and the consequent necessity of producing the best journalistic services. Globalization has led to the shift of competition from local to global.
3- The need to update prevailing random administrative methods due to their inadequacy in achieving quality and excellence.
4- Limited financial, human, and informational resources, and the lack of qualified human competencies.
5- Scarcity of media leaders knowledgeable in management science, rendering them incapable of setting policies and strategies to ensure their continuity.
6- The need to enhance harmony and alignment among journalists, administrators, and technicians within the institution and involve them in decision-making.

2.5. Requirements for Implementing Total Quality Management Concepts in Journalistic Institutions

Successful and effective implementation of Total Quality Management in journalistic institutions requires the availability of facilitating conditions and factors identified by the American Quality Institute in a list of elements representing the requirements for applying the Total Quality Management approach in all institutions or organizations, whether industrial or service, regardless of their size [20]. These can be classified as follows:

1. Support and Endorsement of Senior Management: One of the most crucial requirements for the successful implementation of TQM is the commitment and conviction of senior management in journalistic institutions regarding the inevitability and necessity of continuous development and improvement, and subsequently making

strategic decisions to utilize quality as a weapon to ensure superiority and success over competitors in the media market [21].

2. Strategic Planning for Total Quality Management: This refers to a "*comprehensive scientific process based on foresight and understanding of variables related to the internal and external environment of the journalistic institution, whereby the institution's leadership defines its vision, mission, and objectives to transition from the current state to the desired state that meets the requirements of Total Quality*" [22]. Naturally, strategic planning is considered the fundamental path to quality built upon immediate needs and future orientations.

3. Focus on Beneficiary and Striving for Their Satisfaction: This entails changing attitudes and focusing on internal and external audiences, and considering them a primary source for all decisions of the journalistic institution. It involves the conviction that most ideas do not originate from research and development laboratories but from the audience themselves. Therefore, it is imperative to engage with them, study their current and future needs and desires, and strive to satisfy them, making the institution guided and driven by these needs and desires. This means that the evolving and changing demands of the audience should drive all institutional activities [11].

4. Continuous Education and Training for Employees: One of the most important principles of TQM is continuous improvement. Its philosophy and application cannot be correctly transferred to journalistic institutions without a process of education and training for all employees on the methods and tools of this new concept, enabling them to operate on a sound and solid basis, thereby leading to the desired results [11]. International media and communication experts emphasize the necessity of journalistic qualification and training to provide national capabilities for producing high-quality journalistic materials, thereby avoiding reliance on external sources [23].

5. Measuring Employee Performance According to Quality Standards: This refers to measuring the conformity rate of the completed journalistic service or product provided to beneficiaries, whether users or advertisers, to the specified specifications and standards according to a precise measurement system. This system relies on the use of statistical methods, data collection, and analysis to identify and avoid or eliminate negative variations in the performance of operations and tasks during work execution [24].

2.6. Determinants of Implementing Total Quality Management in Private Journalistic Institutions

The experiences of various Arab and foreign institutions in implementing the TQM system, as demonstrated by numerous studies and research, reveal many problems that act as obstacles and determinants hindering the successful implementation of this system. The most significant of these can be summarized as follows [25].

1. Focus on the technical aspect during implementation at the expense of the human element. This includes failure to translate TQM into specific and precise standards that align with beneficiary desires.

2. Instability in planning objectives and focusing on short-term profits. Additionally, a lack of human competencies due to weak motivation leads to a weak sense of belonging to the institution.

3. Inability of senior management members to clarify their interests and commitment to implementing TQM. Their reliance solely on visible information and data for decision-making, without considering intangible aspects.

4. Lack of participation of all employees in implementing TQM.

5. Rapid and comprehensive implementation of the TQM system through literal transfer of experiences and expertise from other organizations and institutions whose environmental conditions and variables differ from those of the implementing institution. This is done to keep pace with progress and achieve desired results without promoting or implementing it in a partial, gradual manner to ensure proper application.

3. Research Methods

3.1. Research Design

This study is descriptive. The researchers adopted the survey methodology as it is the most suitable scientific approach used in media studies for collecting field data on journalistic practices and administrative functions followed by institutions. The aim is to depict the actual practical reality of these functions and identify the systems they employ in conducting their various activities. This was achieved through a questionnaire used as the primary tool to ascertain the opinions of the study sample. Subsequently, data was obtained from its studied sources and then processed using the Statistical Package for the Social Sciences (SPSS) software.

3.2. Study Tool

This study implemented a questionnaire as a primary tool to obtain information and data that can help understand the prevailing administrative and organizational reality in private journalistic institutions and the extent of respondents' familiarity with the Total Quality Management system. It was designed based on the theoretical framework and a review of previous studies that approached the research variables. It included two main sections: the first for demographic information, and the second a scale to obtain the required data on the opinions of employees in private journalistic institutions regarding their institutions' reliance on TQM requirements, and to determine their degree of agreement or disagreement with a set of statements distributed across two axes and according to five performance indicators expressing the extent of reliance on the availability of those requirements and the degree of their practice in administrative functions. The researcher relied on a five-point Likert scale for the questionnaire construction, as shown in Figure 1.
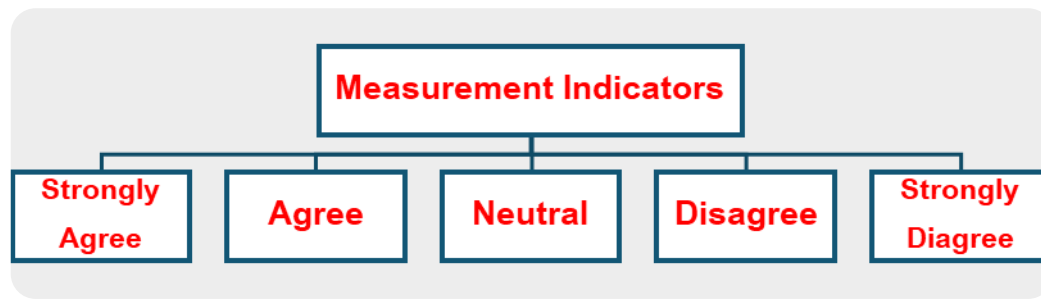
Figure 1.
Five-point Likert scale measurement indicators.

3.3. Data Analyses

The following methods were used in analyzing the data:

1. Descriptive Statistics (Frequencies and Percentage) as they suffice to describe the phenomenon under study. The researcher calculated frequencies and extracted percentages to understand the general data of the respondents.
2. Arithmetic Mean: To understand the respondents' answers regarding the questionnaire items, the weighted arithmetic mean [26] was used as shown in Table 1.

Table 1.
Verbal Expression of the Arithmetic Mean Values.

	Arithmetic Mean Value	**Verbal Expression**
1	5.00- 4.20	Very Large
2	4.20- 3.40	Large
3	3.40 - 2.60	Moderate
4	2.60 - 1.8	Low
5	1.80 - 1.00	Very Low

3.4. Field Study of Total Quality Management Implementation Requirements in Al-Zaman Iraqi Newspaper

1. Research Population: The research population consists of private Iraqi journalistic institutions, represented by Al-Zaman newspaper. The researcher adopted a comprehensive enumeration method for the journalistic, administrative, and technical staff working there during the study period from February 10 to April 10, 2023, totaling 30 individuals. Table 2 indicates that the majority of respondents are university graduates, comprising 60% in the first rank, which suggests they possess good academic qualifications, increasing the credibility of relying on their responses. This also indicates Al-Zaman newspaper's policy of employing university graduates. Furthermore, the journalist category constitutes the majority at 60%, holding the first rank, while their years of experience in the newspaper are 11 years or more, with the same percentage, indicating that most of them have seniority enabling them to perform their duties efficiently and possess comprehensive knowledge and awareness of the departments, functions, and capabilities within the newspaper or institution.

Table 2.
Characteristics of the Study Sample.

Variable	**Characteristic**	**n**	**%**	**Rank**
Education	Secondary School	5	%16.7	3rd
	Diploma	6	%20	2nd
	Bachelor's Degree	18	%60	1st
	Master's degree	-	-	-
	PhD.	1	%3.3	4th
Occupation	Journalist	18	%60	1st
	Administration	4	%13.3	3rd
	Technician	8	%26.7	2nd
Years of experience	Less than 5 years	5	%16.7	3rd
	5 – 10 years	7	%23.3	2nd
	11 years or more	18	%60	1st
Total		30	%100	

3.5. Discussion of Field Study Results

a) Senior Management Support: Data (Table 3) indicates that the weighted mean values for senior management support in Al-Zaman newspaper for implementing Total Quality Management ranged between (2.7) as the lowest weighted mean and (4.6) as the highest weighted mean. The results above showed that item (4) received a weighted mean less than (3.40), meaning that the availability of (commitment to achieving performance that meets international media quality management standards in the journalistic product or service) needs development according to the criterion adopted by the researcher as a cutoff score. Considering the data, the results indicate that the overall average for the degree of

senior management support in the private journalistic institution for implementing Total Quality Management reached (3.558), with a percentage of (71.2%), which is a high level.

Table 3.
Analysis of the respondents' answers about the availability of support from the top management in Al-Zaman newspaper for the application of total quality management (n=30).

	Statement	Arithmetic Mean	Weight %	Rank	Level of Availability
1	The institution's management aims for positive change and provides the necessary support to achieve it	4.6	92	1st	Very High
2	Quality is one of its top priorities in delivering its journalistic product or service to the public	3.533	70.7	2nd	Moderate
3	It is committed to implementing efforts and improving total quality management within the institution	3.4	68	3rd	High
4	It is keen on achieving performance that meets international media quality management standards in its journalistic product or service	2.7	54	4th	Moderate
	Total	3.558	71.2	-	High

b) Strategic Planning: Table 4 below shows that the weighted mean values for strategic planning ranged between (2.1) as the lowest weighted mean and (3.1) as the highest weighted mean. The results of the table above showed that all items received weighted means less than (3.40), meaning that the availability of strategic planning for Total Quality Management is (moderate) and needs development according to the criterion adopted by the researcher as a cutoff score. Considering the data, the results indicate that the overall average for the degree of strategic planning for Total Quality Management reached (2.766), with a percentage of (55.3%), which is a moderate level.

Table 4.
Analysis of the respondents' answers about the availability of strategic planning in Al-Zaman newspaper (n=30).

	Statement	Arithmetic Mean	Weight %	Rank	Level of Availability
1	The senior management has a clear understanding of the strategic planning process and works on documenting each stage of it.	3.1	62	1	Moderate
2	The concept of total quality is taken into account as a strategic plan for the organization.	2.833	56.7	3	Moderate
3	The management constantly changes the strategic goals according to the changing needs of the public.	2.1	42	4	Low
4	The outputs and activities of the organization are compatible with the number of employees.	3.033	60.7	2	Moderate
	Total	2.766	55.3	-	Moderate

c) Empowerment of Employees in the Journalistic Institution: Table 5 shows that the weighted mean values for their empowerment ranged between (2.2) as the lowest weighted mean and (3.7) as the highest weighted mean. The results of the table above showed that items (1, 2, 4) received weighted means less than (3.40), meaning that the availability of (empowerment of employees in the journalistic institution) needs development according to the criterion adopted by the researcher as a cutoff score. As for item (3), it received a weighted mean greater than (3.40), meaning that its availability is high and does not need development. The results also indicate that the overall average for the degree of employee empowerment in the journalistic institution reached (3.05), with a percentage of (61%), which is a moderate level.

Table 5.
Analysis of the respondents' answers about the availability of employee empowerment in Al-Zaman newspaper (n=30).

	Statement	Arithmetic Mean	Weight %	Rank	Level of Availability
1	Management emphasizes increasing the participation of all employees in the decision-making process.	3	60	3	Moderate
2	The administration makes information available to all employees without exception.	3.3	66	2	Moderate
3	The management works to encourage employees to work collectively and in a team spirit.	3.7	74	1	High
4	The leadership delegates authorities to all employees.	2.2	44	4	Low
	Total	3.05	61	-	Moderate

d) Focus on Employee Training: Table 6 shows that the weighted mean values for focusing on employee training ranged between (2.2) as the lowest weighted mean and (3.533) as the highest weighted mean. The results of the table below demonstrated that items (2, 3, 4) received weighted means less than (3.40), meaning that the availability of (focus on employee training) is (moderate) and needs development according to the criterion adopted by the researcher as a cutoff score. Considering the data, the results indicate that the overall average for the degree of focus on employee training in the journalistic institution reached (2.78), with a percentage of (55.6%), which is a moderate level.

Table 6.
Analysis of the respondents' answers about the availability of a focus on employee training in Al-Zaman newspaper (n=30).

	Statement	Arithmetic Mean	Weight %	Rank	Level of Availability
1	The press organization designs training programs according to the needs of the employees, whether journalistic or administrative.	3.533	70.7	1	High
2	The organization provides an independent department or unit concerned with training employees and developing their skills related to communication and information technology and journalistic quality	2.2	44	4	Low
3	The organization has an annual training plan to develop the capabilities of its employees.	3.1	62	2	Moderate
4	The management evaluates the performance of the trained employees after the course ends to determine the extent of their benefit from it.	2.27	45.4	3	Low
Total		2.78	55.6	-	Moderate

e) Focus on Beneficiaries (Advertisers, Readers, Browsers) and Achieving Their Satisfaction: Table 7 shows that the weighted mean values for focusing on beneficiaries (advertisers, readers, browsers) and achieving their satisfaction ranged between (2.97) as the lowest weighted mean and (3.7) as the highest weighted mean. The results of the table above showed that item (1) received the highest weighted mean of (3.7), indicating that the focus on beneficiaries (advertisers, readers, browsers) and achieving their satisfaction is at a high level. Item (2) received a weighted mean less than (3.40), meaning that the availability of (conducting survey studies to determine public needs and desires) needs development according to the criterion adopted by the researcher as a cutoff score. The remaining items in the table below received weighted means greater than (3.40), meaning that their availability is high and does not need development. Considering the table, the results indicate that the overall average for the degree of focus on beneficiaries (advertisers, readers, browsers) and achieving their satisfaction reached (3.459), with a percentage of (69.2%), which is a high level.

Table 7.
Analysis of Respondents' Answers Regarding the Availability of Focus on Beneficiaries and Achieving Their Satisfaction.

	Statement	Arithmetic Mean	Weight %	Rank	Level of Availability
1	The management is interested in focusing on the satisfaction of the beneficiaries of the press service and succeeds in realizing or exceeding their expectations.	3.7	74	1	High
2	It conducts survey studies to determine the needs and desires of the public	2.97	59.4	4	Moderate
3	It seeks to maintain current advertisers and attract new ones.	3.533	70.7	3	High
4	The organization seeks to design press services in a way that fulfills the desires of the public.	3.633	72.7	2	High
Total		3.459	69.2	-	High

f) Analysis and Evaluation of Administrative and Journalistic Performance:

It is clear from Table 8 that the weighted mean values for the analysis and evaluation of administrative and journalistic performance ranged between (2.8) as the lowest weighted mean and (3.3) as the highest weighted mean. The results of the table above showed that all items in the previous table received weighted means less than (3.40), meaning that the availability of analysis and evaluation of administrative and journalistic performance is (moderate) and needs development according to the criterion adopted by the researcher as a cutoff score. Considering the table, the results indicate that the overall average for the degree of analysis and evaluation of administrative and journalistic performance reached (3), with a percentage of (60%), which is a moderate level.

Table 8.
Analysis of Respondents' Answers Regarding the Availability of analysis and evaluation of administrative and journalistic performance.

	Statement	Arithmetic Mean	Weight %	Rank	Level of Availability
1	The management uses the results of the evaluation in its performance to improve its journalistic outputs.	2.8	56	4	Moderate
2	The organization's performance is evaluated by comparing it to the performance of successful international organizations.	3	60	2	Moderate
3	Employees are evaluated on the extent of their commitment to media work ethics.	2.9	58	3	Moderate
4	Employees are evaluated on the extent of their commitment to media work ethics.	3.3	66	1	Moderate
Total		3	60	-	Moderate

4. Conclusions

1. The senior management at Al-Zaman newspaper supports the application of Total Quality Management, which is what the institution's management strives for to change for the better and provide the necessary support to achieve this.

2. The senior management at Al-Zaman newspaper does not provide development for strategic planning for Total Quality Management, and it lacks a clear understanding of the strategic planning process and does not work on documenting each stage of it.

3. The senior management does not work to increase the participation of all employees in decision-making. Therefore, empowering employees in the institution or Al-Zaman newspaper requires development and attention from senior management.

4. The senior management at Al-Zaman newspaper does not focus on employee training, and senior management should provide an independent department or unit concerned with training employees and developing their skills related to communication and information technology and journalistic quality.

5. The focus of private journalistic institutions on beneficiaries (advertisers, readers, browsers) was significant in achieving their satisfaction. Despite this, Al-Zaman newspaper needs to conduct survey studies to determine public needs and desires.

6. The senior management at Al-Zaman newspaper does not provide development for the analysis and evaluation of administrative and journalistic performance by utilizing evaluation results in its performance to improve its journalistic outputs compared to the performance of successful international institutions, or by evaluating employees based on their adherence to media work ethics.

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