



## Editorial Management Fimela.com in Maintaining the Credibility of Lifestyle Journalistic Products in the Digital Era

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### ABSTRACT

This study aims to analyze the implementation of editorial management at Fimela.com in maintaining journalistic credibility. The research uses a qualitative method with a descriptive approach and the POAC (planning, organizing, actuating, and controlling) management theory framework from George R. Terry. Data was collected through in-depth interviews with editorial staff, non-participant observation, and documentation analysis over a period of three months. The results show that Fimela.com implements flexible editorial management through systematic planning, clear division of tasks, coordinated content execution, and multi-layered editorial control, which contribute significantly to the quality and credibility of lifestyle content. This study enriches the literature on media management and provides practical recommendations for editorial management strategies to improve the quality and audience trust in online lifestyle media.

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## **INTRODUCTION**

The development of digital technology has completely changed the landscape of mass media on a global scale. This transformation has not only affected technical aspects, but also influenced the way people produce, disseminate, and consume information (Oktareza et al., 2024). The dominance of print and broadcast media that lasted for decades began to shift due to the emergence of digital platforms that offer more varied and interactive forms of communication. These changes have had a major impact on media workflows, from the production stage to the way the public consumes news (Mutia et al., 2023). Print media, which used to be the main source of information, has experienced a drastic decline due to the ability of digital platforms to provide faster, more flexible, and personalized content. The digitization process has also reshaped the internal structure of media organizations, introduced new models of journalism, and created a more dynamic relationship between the media and its audience (Nurmiarani et al., 2024).

Online media has emerged as a form of media adaptation in the digital age and can be understood as internet-based media that enables the creation, dissemination, and consumption of news without the spatial and temporal limitations of conventional media. This medium has characteristics such as the rapid delivery of information (immediacy), continuous content updates (updating), intensive interaction between users and information providers, and the use of multimedia elements and hyperlinks to support content navigation (Mulia Putri, 2021). The main advantage of online media lies in its speed, so it is not uncommon for data completeness to be neglected, potentially reducing accuracy in order to maintain timeliness (Setiawan, 2021).

Amidst these conditions, fundamental principles such as accuracy, verification, independence, and public accountability remain the foundation for ensuring that the information presented is not only fast but also reliable (Pramesti et al., 2025). Challenges in the digital age are becoming increasingly complex, including the emergence of demands for viral or click-bait content, competition for traffic that affects editorial standards, and the growing threat of hoaxes and disinformation that undermine the quality of information (Pramesti et al., 2025). Throughout 2024, the Ministry of Communication and Digital Affairs recorded 1,923 pieces of content classified as hoaxes, fake news, or misleading information, which were subsequently clarified (Pers, 2025).

This situation underscores the importance of online media maintaining credibility, integrity, and quality of reporting so as not to lose the trust of their audience. Credibility encompasses both objective and subjective aspects that shape the perception of the reliability of a message or source of information (Alfi, 2021). In a competitive digital ecosystem, credibility is a key asset because the public spontaneously chooses media that is considered consistent, accurate, and relevant to their information needs. The credibility of online media in this period of information disruption depends not only on fact-checking processes, but also on the ability to rebuild public trust, which tends to decline due to the prevalence of misinformation (Suardi, 2024).

Fimela.com is a women's lifestyle news portal that was established in 2010 under KapanLagi Youniverse, which is now part of the EMTEK Group, focusing on issues related to lifestyle, beauty, culinary entertainment, and relationships. Since its inception, Fimela has been present to answer the needs of urban female audiences who need light, inspiring, and relevant information for their daily lives (*About Fimela*, n.d.). Compared to other online media, Fimela's strengths lie in its clear positioning as a lifestyle media specifically for women, its communicative content delivery with a style of language that is close to its audience, and its ability to combine journalistic content with digital trends such as Search Engine Optimization (SEO), attractive visuals, and social media integration (Maulani et al., 2024).

Analysis of digital traffic patterns shows that Fimela.com is able to attract users through organic visits, reaching around 2.5 million per month, as shown by the data (Similiarweb, 2025). This fact suggests that search engines contribute significantly to incoming traffic, particularly through searches related to zodiac keywords and various lifestyle topics that, according to (Ahrefstop, 2025) became the most frequently accessed category. This interest shows consistency in the style of content presentation, which is considered relevant, light, and easy for the audience to understand, thereby encouraging a fairly high level of trust. Success in attracting readers' attention also creates an internal demand for the editorial team to maintain a balance between popular content that is in demand by the public and ethical responsibilities in digital journalism practices.

This study was motivated by the gap in previous studies, which generally focused on discourse analysis, media business strategies, or editorial management in hard news media and television, while the application of POAC management functions in lifestyle media, particularly Fimela.com, was still limited. This gap indicates that the aspects of planning, organizing, implementing, and supervising editorial work have not been comprehensively mapped in the context of lifestyle media. Therefore, this study presents a novelty in the form of a comprehensive analysis of the application of POAC in the editorial department of Fimela.com to understand the dynamics of women's lifestyle media management, which has different characteristics and production rhythms from news media in general.

## LITERATURE REVIEW

### *Editorial Management*

Editorial management has a strategic function in determining the quality and credibility of journalistic output produced by a media institution. According to (Prastya & Ningsih, 2021), Editorial management is understood as the process of regulating a series of news production activities in the mass media, whereas (Qodriyah & Harmonis, 2022) emphasizes that the process is aimed at achieving organizational targets, meeting individual needs within the work structure, and meeting public needs. This explanation is in line with the view (Fauziah & Suci, 2025) that the success of editorial management depends on structured planning and systematic organization so that the direction of work can be carried out in accordance with the initial objectives. The concept of management functions, which includes planning, organizing, actuating, and controlling, known as

POAC and popularized by George R. Terry, is also a reference in the application of online media management (Syafina, 2022). George R. Terry's theory further explains that planning is related to setting targets and strategies, organizing is related to establishing an effective work structure, implementation includes applying processes according to plan, and supervision aims to ensure that all activities are in line with the organization's objectives and productivity standards (R. Terry & W. Rue, 2019). Furthermore, (Putri & Radjagukguk, 2022) explains that editorial management is the process of managing journalistic activities by media organizations through team coordination to plan, produce, and present content systematically in order to achieve broadcasting objectives. These four functions form the basis for maintaining the quality and professional image of the media.

### ***Media Online***

Online media is internet-based mass media that produces and distributes information quickly, in real time, interactively, and in a multimedia format. (Millenia & Widarta, 2024). Its presence makes it easier for people to access information and entertainment quickly, practically, and in real time, making it the primary choice for audiences today. Online media is characterized by its speed of delivery, continuous content updates, use of multimedia formats, and high interactivity with audiences. This development has given rise to online journalism as an internet-based journalistic practice that demands a balance between speed, timeliness, and accuracy, while remaining grounded in the principles of fact-checking, objectivity, clarity of sources, and social responsibility (Diana Wardaningsih, 2021).

Amidst the flow of digital information and the influence of social media, which has the potential to spread unverified content, journalistic credibility has become an important aspect of online media. Credibility is understood as the level of public trust in journalistic work produced through the application of the principles of accuracy, independence, objectivity, and journalistic ethics (Dharmajaya & Setiawan, 2024). Therefore, systematic editorial management is necessary to ensure that all content is not only current and interesting, but also accurate, ethical, and capable of maintaining audience trust. Contextual depth, freedom of the press, public participation, and a critical attitude toward information sources are important elements in maintaining the quality of journalism and preventing the spread of invalid information.

### ***Journalistic Credibility***

Journalistic credibility is a fundamental element in online media amid the high flow of information and the potential for the spread of unverified content. Credibility is understood as the level of public trust in journalistic products produced through the application of the principles of factual accuracy, independence, objectivity, and compliance with journalistic ethics in the process of searching for, managing, and presenting information. Therefore, systematic and professional editorial management is an important prerequisite to ensure that every piece of content published is not only current and interesting, but also accurate, ethical, and able to maintain audience trust. Conceptually, journalistic

credibility is supported by several key dimensions, namely trustworthiness, expertise, accuracy, and objectivity. Trustworthiness relates to the consistency of the media in conveying information honestly, transparently, and free from manipulation. Expertise refers to the media's competence in processing information based on knowledge and the use of relevant and credible sources. Accuracy emphasizes the importance of verification, fact-checking, and consistency in presenting data that can be accounted for. Meanwhile, objectivity refers to the presentation of balanced, unbiased information that separates facts from opinions, including maintaining editorial independence in various interests, including commercial cooperation.

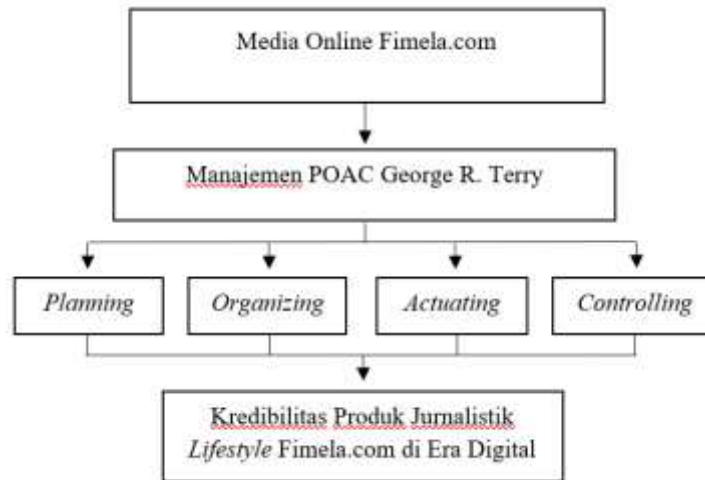


Figure 1. Conceptual Framework  
Source: Researcher's Work, (2025)

## METHODOLOGY

This study applies a qualitative method with a descriptive qualitative approach that aims to examine phenomena in depth through an understanding of the participants' perspectives and the social context in which the phenomena occur (Risna Sari et al., 2025). The reason for using this approach in the research was to compile a systematic description of Fimela.com's editorial management practices in maintaining the credibility of the journalistic production process in the digital environment. The description was carried out by placing editorial activities as the object of study, which have interrelated dynamics, policies, and internal procedures.

The research location was in the city of Malang, specifically on the Fimela.com online media platform, which is part of the KapanLagi Youniverse (KLY) digital network. The location was chosen because this media outlet is one of the women's lifestyle media outlets that actively utilizes digital technology developments and has a clearly structured editorial management mechanism. The research was conducted over a period of two months from November 2025 to December 2025, giving the researcher sufficient time to observe the editorial work patterns and the dynamics of content management carried out on a regular basis.

Data collection was conducted through in-depth interviews, observations, and documentation studies. In-depth interviews were conducted with sources

including the assistant managing editor of KLY, Ayu Puji Lestari, who was selected using purposive sampling techniques. Observations were conducted using non-participatory observation, which focused on in-depth observation and descriptive understanding of the phenomena being studied (Adil et al., 2023). The purpose of the observation was to directly observe the editorial team's work processes, including patterns of interaction between personnel, news verification processes, and editorial decision-making. In addition, a documentation study was conducted to examine news archives, editorial guidelines, and other internal documents related to efforts to maintain content credibility (Abdussamad S.I.K M.Si, 2021).

Data analysis in this study applied the Miles and Huberman analysis model, which enabled researchers to process, examine, and present data patterns systematically so that conclusions could be drawn logically and structurally (Abdussamad S.I.K M.Si, 2021). This analysis is used as one method in managing and examining qualitative data, especially data sourced from interviews (Sugiyono, 2016). This analysis was conducted in three stages: data reduction, data presentation, and data conclusion drawing.

## **RESEARCH RESULT**

This chapter presents the results of the analysis of the findings of the editorial management of Fimela.com in maintaining the credibility of journalistic products in the digital era based on qualitative data obtained through in-depth interviews, observations, and documentation studies, with reference to the POAC management concept as an analytical framework. The results are explained as follows:

### ***Planning***

Planning in media editorial management includes determining policies on news material for each specific period, as well as discussing issues or news that need to be developed or followed up further (Sholikhati, 2008). The coverage planning discussed in editorial meetings plays a strategic role in determining whether a news story will be developed comprehensively or focused on a specific topic (Hamson, 2020).

Based on the results of the study, planning in the editorial management of Fimela.com shows a structured process that remains adaptive to the characteristics of online lifestyle media for women. Content planning is not only oriented towards the quantity of publications, but also emphasizes the suitability of topics to audience needs, developing trends, and the informative and inspirational values that are characteristic of Fimela.com. The editorial team routinely compiles a content agenda through planning meetings involving editors and reporters, so that every idea raised has gone through an initial selection process.

In this context, planning also considers aspects such as broadcast time, issue momentum, and potential audience engagement on digital platforms. To support planning, the Fimela.com editorial team implements structured coordination through weekly editorial meetings and daily communication via WhatsApp. Weekly meetings serve for content evaluation and planning, while

daily coordination enables quick responses to current issues or trends. This is reinforced by the documentation results of a researcher during their internship at Fimela as an SEO writer, which shows that the Fimela editorial team shares SEO writing themes.



Figure 2. Fimela Internship WhatsApp Group  
Source: Researcher's WhatsApp, (2025)

In addition, the results of the study show that planning at Fimela.com is not as rigid as hard news media, but rather more flexible and thematic. This flexibility allows the editorial team to develop content in greater depth without neglecting topicality. Priorities are set by considering the balance between informative, educational, and entertainment content. Thus, the planning function serves as the initial foundation that determines the editorial direction while maintaining the consistency of the quality of the journalistic content produced. Credibility is a factor in planning, namely objectivity, whereby the editorial team maintains editorial independence by monitoring commercial content and adjusting editorial strategies to audience needs without neglecting journalistic principles. Control over brand collaborations demonstrates the boundary between business interests and information interests, ensuring that content remains informative and not biased towards promotion.

### **Organizing**

Organization is the process of structuring and distributing tasks among members of an organization to support the achievement of goals more effectively (Kustiawan et al., 2022). In terms of organization, the results of the study show that Fimela.com implements a clear editorial structure with specifically defined division of tasks and authority. Every position in the editorial team, from the editor-in-chief, editors, reporters, to the support team, has a complementary role in the content production process. This division of labor aims to create an effective workflow and minimize overlapping responsibilities. Organization is also evident in the cross-divisional coordination, such as the collaboration between the editorial, SEO, and social media teams, which supports the optimization of content distribution across various digital platforms.



Figure 3. Fimela Editorial Team Structure

Source: Company Documentation Archives

The results of the study also revealed that despite the involvement of non-editorial teams, editorial independence is maintained through clear role boundaries, particularly in the management of commercial content. Advertising content is handled by a special team and its proportion is limited so as not to interfere with organic content. This organizational pattern shows that Fimela.com strives to maintain a balance between business interests and journalistic principles. With a coordinated organizational structure, the editorial team is able to carry out its journalistic functions professionally and continuously.

Credibility is a factor that is applied in the organization, namely expertise, where credibility is built through a clear division of tasks within the editorial structure and the dominant role of editors in directing writers. Coordination between editors and writers ensures that content is not only interesting but also has informative value in accordance with journalistic standards. The competence of the editorial team and editorial direction show that credibility comes not only from the content, but also from the professional authority of its creators.

### *Actuating*

Actuating in editorial management is the process of directing, guiding, and coordinating members according to their respective capacities in order to carry out assigned tasks (Khoirunnisaa', 2022). The executive function in the editorial management of Fimela.com is reflected in the consistent and controlled implementation of the editorial work plan. Based on the results of the study, the content production process begins with the assignment of reporters by editors, followed by the writing of articles in accordance with established editorial guidelines. These guidelines cover language style, data accuracy, and the relevance of content to the female audience. During the implementation process, communication between editors and reporters is intensive to ensure that the content of the articles is in line with the initial plan.



Figure 4. Content Writing Implementation  
*Source: Researcher's Documentation*

In addition, the use of a content management system (CMS) makes it easier for editors to manage workflows, from writing and editing to publication. The results of the study show that implementation does not only focus on completing tasks, but also on efforts to maintain content quality through the editing and verification of information. Thus, the actuating function does not only serve as an execution stage, but also as a quality control mechanism that runs simultaneously in daily editorial activities.

In the implementation, there is also a credibility factor applied, namely trustworthiness, where the editorial team maintains reader trust by controlling the proportion of commercial and organic content and conducting multiple layers of supervision before publication. The editorial team limits the amount of advertising content so that it does not dominate the media page, ensuring that readers continue to view the content as information, not promotion. This consistent controlling process shows that audience trust is a top priority in editorial policy.

### ***Controlling***

Supervision in editorial management is a systematic process of assessing performance against established standards and objectives and taking corrective action to ensure the effective and efficient use of human resources (Alfian & Suherdiana, 2021). At the monitoring stage, the results showed that Fimela.com implemented a multi-layered control system to ensure the quality and credibility of its journalistic content. The monitoring process was carried out through editing by editors before articles were published, as well as periodic evaluations of content performance based on audience response. Editors played an important role in ensuring that each article met journalistic standards in terms of accuracy, ethics, and compliance with editorial policies.



Figure 5. Fimela.com CMS Page  
*Source: Researcher's Documentation*

Oversight is also applied to content proportions, particularly between editorial and commercial content. Limiting the amount of advertising content is a key strategy for maintaining audience trust and avoiding the dominance of business interests. In addition, the editorial team conducts internal evaluations to identify shortcomings and opportunities for improvement in the content production process. These findings show that the controlling function plays a strategic role in maintaining quality consistency and ensuring that editorial objectives remain in line with the journalistic values embraced by Fimela.com. Finally, another factor in credibility oversight is accuracy, whereby the editorial team implements a process of editing, evaluating, and verifying information prior to publication and making corrections if errors are found. In addition, this study uses source triangulation and techniques to ensure data validity, reflecting that the editorial team's work practices also emphasize the accuracy of information as part of content quality.

## DISCUSSION

The results of the study show that the implementation of planning functions at the Fimela.com editorial office is carried out through the establishment of an editorial agenda, the determination of themes, and content strategies tailored to the characteristics of lifestyle media and the needs of female audiences. Planning is carried out routinely through weekly editorial meetings and daily coordination, thereby maintaining the continuity of content production and the consistency of media identity. These findings reinforce the research (Ahmad & Pratama, 2021) which emphasizes that planning is the main foundation in maintaining content quality. Careful planning helps the editorial team anticipate content needs, manage workloads, and prevent overlapping tasks. In this study, the planning function proved to play an important role in maintaining the continuity of production and consistency of Fimela.com's identity as a women's lifestyle media outlet.

In the organizing function, the editorial team's work system is reflected in a clear organizational structure, defined task distribution, and orderly coordination between departments. Each editorial team member has a role and responsibility according to their position, so that the content production process

can run more efficiently, be well-coordinated, and minimize potential role conflicts. These findings reinforce the research (Rachman, 2015) which states that good organization not only improves work efficiency, but also supports smooth content production, especially in online media that requires cross-functional coordination. With a structured organizational system, the editorial team at Fimela.com is able to work efficiently and in a coordinated manner. A clear division of tasks minimizes role conflicts and increases the accountability of editorial team members. Therefore, the organizing function is an important element in supporting the smooth operation of the editorial team and maintaining consistent content quality.

The actuating function is realized through the implementation of plans in the content production process, which involves direction from the editorial leadership, intensive communication between writers and editors, and a systematic workflow from assignment, writing, editing, to publication. This effective coordination supports the smooth production process while maintaining consistent content quality. Work implementation emphasizes efforts to guide, direct, and motivate employees to work optimally and consistently (Nurcholiq, 2017).

These findings are consistent with research (Aji Setyabudi, 2018) which emphasizes that the actuating function plays an important role in ensuring that work plans and structures are implemented effectively in content production. This study shows that the editorial team at Fimela.com carries out a coordinated work process through intensive internal communication and the role of editors in directing production. This confirms that working with clear directions and effective coordination are key factors in maintaining a smooth production process and consistent content quality in digital media.

Furthermore, the controlling function is carried out through the editing process, content evaluation, and editorial performance monitoring. Each piece of content goes through a checking stage before publication to ensure compliance with editorial policies and journalistic codes of ethics, including control of the proportion of commercial content. Consistent monitoring enables the editorial team to make continuous improvements and maintain the credibility of the media. According to (Aminulah & Septiana, 2025), The controlling function emphasizes the importance of continuous monitoring accompanied by evaluation and corrective action to ensure that work processes remain in line with objectives. The results of this study reinforce this view, as monitoring at Fimela.com not only assesses content quality, but also evaluates the proportion of commercial and organic content in an effort to maintain reader trust. Restrictions on advertising content are a form of editorial control that demonstrates the important role of systematic monitoring mechanisms in maintaining media credibility amid the pressures of the digital industry.

Overall, the findings confirm that the four POAC functions are interrelated and play an important role in maintaining editorial effectiveness, content quality, and audience trust, while also demonstrating the uniqueness of management practices in lifestyle media amid the dynamics of the digital industry.

## CONCLUSION AND RECOMMENDATION

This study concludes that the application of POAC management functions (Planning, Organizing, Actuating, and Controlling) in the editorial management of Fimela.com has played a very important role in maintaining the credibility of journalistic products in the digital era, because each function is carried out systematically and integrated in supporting content quality. Planning is carried out in a structured and adaptive manner in accordance with the characteristics of lifestyle media and audience needs, organization demonstrates a clear division of tasks and effective cross-division coordination, implementation is carried out through intensive coordination between editors and reporters with the support of a content management system, while supervision is implemented through multi-layered editing, periodic evaluation, and control of commercial content proportions. Therefore, the study recommends that the editorial team continue to strengthen editorial supervision and increase human resource capacity through continuous training so that the application of POAC remains optimal amid digital dynamics. Further research is expected to examine the management of online media editorial teams in different objects or approaches in order to enrich academic studies on digital media management and journalistic credibility.

## ADVANCED RESEARCH

In conclusion, further research is expected to develop studies by exploring the causal relationship between the application of POAC management functions and the level of online media credibility in greater depth, refining the instruments for measuring journalistic credibility, and expanding the research context to various types and scales of digital media. Further research also needs to explore the dynamics between editorial management, commercial pressures, and digital technology developments, paying particular attention to the long-term impact of editorial management on media sustainability and audience trust.

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