العدد الخامس والثلاثون (35)، المجلد الأول
تاريخ 31 – 6 – 2025
(من ص 9 إلى ص28)

مجلة جامعة الزيتونة الدولية للنشر العلمي
Zaytoonah University International Journal for Scientific Publishing
Issue N.35-Vol.1 / ISSN:2958-8537

Artificial Intelligence and Its Role in Supporting the Decision-Making Process within Media Organizations

الذكاء الاصطناعي ودوره في دعم عملية اتخاذ القرار داخل المؤسسات الإعلامية

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Abstract:

This study aimed to identify the role of artificial intelligence in supporting the decision-making process within media institutions in the Gaza Strip, using the descriptive analytical method. A random sample was selected from communication practitioners in Palestinian media institutions registered with the Journalists Syndicate and the Ministry of Information, totaling 735 individuals in the year 2022–2023. Eighty questionnaires were distributed, and 71 were retrieved, resulting in a response rate of 88.8%.

The findings revealed that the use of artificial intelligence in media institutions was moderate, with a rate of 64.4%, indicating that these institutions rely on AI technologies to enhance performance and efficiency, especially in times of war. The results also showed that the average score for the "decision-making process" was 3.41 with a standard deviation of 0.44, indicating a high level of decision-making within media institutions.

A multiple regression model was employed to test the impact of independent variables (such as training, suitability, and effectiveness) on the decision-making

process. The results indicated a statistically significant relationship between these variables and support for decision-making. However, the study found no statistically significant differences between the mean estimates of the research population based on variables such as gender, academic qualification, years of experience, and media institution.

The study indicates that artificial intelligence contributes to improving decision-making within Palestinian media institutions, thereby enhancing performance efficiency during emergency situations.

Keywords: **Artificial Intelligence**, **Decision–Making Process**, **Media Institutions**

الملخص:

هدفت هذه الدراسة إلى تحديد دور الذكاء الاصطناعي في دعم عملية اتخاذ القرار داخل المؤسسات الإعلامية في قطاع غزة، باستخدام المنهج الوصفي التحليلي. تم اختيار عينة عشوائية من العاملين في مجال الاتصال بالمؤسسات الإعلامية الفلسطينية المسجلة في نقابة الصحفيين ووزارة الإعلام، بلغ عددها 735 فرداً في العام 2022–2023. تم توزيع 80 استبانة، واستُعيد منها 71، مما أسفر عن نسبة استجابة بلغت 88.8%.

كشفت النتائج أن استخدام الذكاء الاصطناعي في المؤسسات الإعلامية كان متوسطاً، بمعدل 64.4%، مما يشير إلى اعتماد هذه المؤسسات على تقنيات الذكاء الاصطناعي لتعزيز الأداء والكفاءة، خاصة في أوقات الحرب. كما أظهرت النتائج أن متوسط تقدير "عملية اتخاذ القرار" بلغ 3.41 بانحراف معياري 0.44، مما يدل على مستوى مرتفع في عملية اتخاذ القرار داخل المؤسسات الإعلامية.

تم استخدام نموذج الانحدار المتعدد لاختبار أثر المتغيرات المستقلة (مثل التدريب، الملاءمة، والفعالية) على عملية اتخاذ القرار. وأشارت النتائج إلى وجود علاقة ذات دلالة إحصائية بين هذه المتغيرات ودعم عملية اتخاذ القرار. ومع ذلك، لم تجد الدراسة فروقاً ذات دلالة إحصائية بين متوسط تقديرات مجتمع البحث بناءً على متغيرات مثل الجنس، المؤهل العلمي، سنوات الخبرة، ونوع المؤسسة الإعلامية.

تشير الدراسة إلى أن الذكاء الاصطناعي يساهم في تحسين عملية اتخاذ القرار داخل المؤسسات الإعلامية الفلسطينية، مما يعزز كفاءة الأداء خلال المواقف الطارئة.

الكلمات المفتاحية: الذكاء الاصطناعي، عملية اتخاذ القرار، المؤسسات الإعلامية.

Introduction:

Artificial Intelligence (AI) is one of the most prominent modern technologies that has brought about a fundamental transformation in various fields, including the decision-making process within media institutions. It encompasses a set of

intelligent systems that enable machines to simulate human cognitive processes such as thinking, analysis, and learning, thereby contributing to enhancing the efficiency and effectiveness of decision-making. Advanced AI applications allow for the analysis of big data and the extraction of patterns and knowledge that influence strategic and operational decisions within media institutions (Kharboush, 2017).

In this context, AI contributes to improving the quality of media decisions by providing accurate insights into audience interests and by analyzing media content with a speed and precision that surpass traditional tools. It also aids in personalizing media content, predicting future trends, and understanding audience reactions across digital platforms, thus supporting more efficient and effective decision-making (Jahloul et al., 2024; Al-Azzam & Al-Dhafrah, 2023).

The role of AI is not limited to data analysis alone; it also extends to enhancing the ability to make rapid and well-considered decisions in uncertain conditions or during crises. AI can provide real-time vital information to support strategic decision-making in critical times, as was the case during the COVID-19 pandemic, where its application improved decision-making effectiveness in the Emirate of the Asir Region (Jahloul et al., 2024). Moreover, the implementation of AI in various sectors such as education and administration enhances decision quality through precise planning, effective organization, and continuous innovation. Some studies have shown its role in improving decision-making among university faculty members (Abarkat & Issa, 2024), as well as in public education schools in the Kingdom of Saudi Arabia, where it helped provide accurate data analysis that supports well-informed educational decisions (Al-Qarni, 2024).

Thus, AI represents a vital tool for supporting the decision-making process in media institutions and other sectors, as it contributes to providing accurate and timely data, aiding in the formulation of high-quality strategic decisions in challenging environments.

Research Problem and Questions:

The decision-making process within media institutions is one of the fundamental factors influencing their ability to deliver reliable and effective media content, especially during crises such as the ongoing war in Gaza. Media institutions face

significant challenges in rapidly collecting and analyzing accurate data to meet audience needs and provide comprehensive media coverage.

In this context, artificial intelligence (AI) can play a pivotal role in enhancing the decision-making process within these institutions. AI assists in classifying and analyzing big data, thereby contributing to improving the efficiency of media decision-making and directing media messages in an accurate and objective manner.

According to the study by Jahloul et al. (2024) on *"The Impact of Artificial Intelligence on Improving the Quality of Managerial Decisions,"* AI enhances decision-making effectiveness through big data analysis and by offering recommendations based on advanced algorithms. Likewise, the study by Al-Azzam and Al-Dhafrah (2023) titled *"The Impact of AI Application on the Quality of Decision-Making in the Emirate of Asir During the COVID-19 Pandemic,"* demonstrated that AI helped accelerate and improve decision-making during health crises—a finding that can also be applied to media crises such as wars.

In turn, the study by Abrakat and Issa (2024) on *"The Role of AI in Improving the Decision-Making Process"* indicated that AI enhances educational and administrative decision-making through academic data analysis, which can also be applicable to media. Meanwhile, the study by Al-Qarni (2024) on *"Measuring the Impact of AI in Enhancing Decision-Making Processes in Public Schools in the Kingdom of Saudi Arabia,"* affirmed the role of AI in improving educational decision-making, which could similarly strengthen media institutions' strategic responses to audience needs.

On another front, the study by Kharboush (2017) titled *"The Media Role in the Decision-Making Process During Crises"* highlighted that media plays a crucial role in providing vital information during crises such as wars, making AI a necessary tool for improving media decision-making. Lastly, other studies, such as that by Rahamna and Belhwas (2023) on *"The Reality of AI Application in the Decision-Making Process in Economic Institutions,"* suggest that AI can enhance administrative decisions in organizations, which could also benefit media institutions.

Therefore, the research problem can be summarized in the following main question:

"**What is the role of artificial intelligence in supporting the decision-making process within media institutions?**"

Previous Studies:

Previous studies on artificial intelligence and its role in supporting the decision-making process serve as a significant source for understanding the relationship between these two concepts. Research indicates that artificial intelligence contributes to enhancing institutions' ability to support decision-making and adapt to challenges, thereby helping them sustain performance and achieve success in dynamic work environments.

The studies also emphasize that this approach leads to improved employee performance by supporting decision-making processes that may impact their daily operations, which in turn contributes to increasing their commitment and effectiveness. Furthermore, research suggests that aligning artificial intelligence with the decision-making process can yield positive outcomes for institutions, as it enhances the work environment and boosts productivity, as illustrated in Table (1):

Title	Researchers	Year	Methodology	Findings	Recommendations
The Impact of Artificial Intelligence on Improving the Quality of Administrative Decisions	Jehloul et al.	2024	Descriptive analytical method	A statistically significant relationship exists between the variable (artificial intelligence) and the variable (improvement in decision-making quality).	• AI-based simulation and modeling technologies provide reliable insights through real-time data collection, trend analysis, and forecasting, enabling organizations to make insightful decisions. • Improving the quality of administrative decision-making through AI applications is linked to the previous and current experience of managers in AI.
The Role of Artificial Intelligence in	Abrakat & Issa	2024	Descriptive analytical method	Artificial intelligence plays a significant and	• Senior management can make more accurate and effective decisions, such as

Title	Researchers	Year	Methodology	Findings	Recommendations
Enhancing the Decision-Making Process: A Field Study on Faculty Members at the Faculty of Technical Sciences - Derna				effective role in enhancing decision-making processes.	expanding academic programs or improving operational efficiency.
The Impact of Artificial Intelligence Application on the Quality of Decision-Making in the Emirate of Asir during the COVID-19 Pandemic	Al-Azzam & Al-Dhafrah	2023	Descriptive correlational method	A statistically significant relationship exists between AI methods and the quality of administrative decisions.	• The need to develop employees' skills to cope with various AI methods. • Emphasis on identifying the scientific and objective foundations that should be adopted in decision-making.
The Reality of Artificial Intelligence in Decision-Making in Algerian Economic Institutions: A Comparative Study between the Industrial and Banking Sectors – Guelma	Rahamneh & Belhawas	2023	Descriptive analytical method	AI plays an important role in the modern information age by enhancing the effectiveness and relevance of decision-making through its ability to deconstruct and analyze problems to find solutions.	• Raising awareness among Algerian institutions about the necessity of using AI applications, especially in decision-making processes.
The Impact of Artificial Intelligence on the Quality of Administrative	Al-Sharari	2021	Descriptive analytical method	A high statistically significant impact of AI dimensions on the quality of administrative	• Educational administration offices should pay greater attention to the concept of AI, user behavior, and

Title	Researchers	Year	Methodology	Findings	Recommendations
Decisions from the Perspective of Secondary School Principals in the Al-Jawf Educational Region				decisions was found.	training and development processes. • There is a need to update and develop AI programs to enable different administrations to make appropriate decisions at the right time.
Does Effectiveness Improve the Quality of Decision-Making in Companies? The Role of Knowledge Exchange and Effective Competence	Ghasemeghaei	2019	Descriptive analytical method	Effectiveness influences the quality of decision-making in companies through full knowledge exchange. However, knowledge exchange has no impact on decision-making quality, and effective competence does not affect knowledge exchange.	
The Role of Artificial Intelligence in Decision-Making in Small Enterprises	Mesir	2019	Inductive method and secondary effectiveness	Internet technologies have significantly contributed to the development of group decision support systems through virtual meeting sessions and brainstorming without the need for physical	

Title	Researchers	Year	Methodology	Findings	Recommendations
				presence. The study concluded that modern database management is now at the core of decision support systems.	

In response to the previous studies, we find that the study by Jahloul et al. (2024) confirms the existence of an influential relationship between artificial intelligence and the improvement of decision-making quality. Artificial intelligence enhances the quality of administrative decisions through data collection and trend analysis. The study by Abrakat and Issa (2024) highlighted the role of artificial intelligence in improving the decision-making process within academic institutions, which helps senior management make precise and effective decisions. The study by Azzam and Al-Dhafra (2023) addressed the applications of artificial intelligence during the COVID-19 pandemic and revealed a statistical relationship between AI methods and the quality of decision-making. It emphasized the need to develop employees' skills to handle these technologies. The study by Rahamna and Belhwas (2023) showed that artificial intelligence contributes to improving the effectiveness of decision-making in economic institutions, calling for increased awareness of the importance of its applications.

The study by Al-Sharari (2021) demonstrated a positive impact of artificial intelligence on the quality of administrative decisions in schools in the Al-Jouf region and recommended the development of AI programs in educational administration.

As for the study by Ghasemeghaei (2019), it revealed the effect of efficacy on the quality of corporate decision-making, while the study by Mesir (2019) showed that internet technology contributes to supporting collective decision-making in small companies.

These studies highlight the importance of artificial intelligence in improving decision-making across various sectors and emphasize the necessity of enhancing

employees' skills in dealing with these technologies to ensure effective and well-considered decisions.

Artificial intelligence refers to the ability of machines and computers to perform tasks that simulate those carried out by intelligent beings, such as the ability to think or learn from past experiences and other processes that require mental activity. It aims to build systems that possess intelligence and behave like humans in terms of learning and understanding. These systems provide various services such as education, guidance, and interaction (Copeland, 2019). Stewart et al. (2020) also defined artificial intelligence as a constellation of many different technologies that work together to enable machines to sense, understand, act, and learn at levels of intelligence similar to humans.

The importance of artificial intelligence also lies in its ability to store and transfer knowledge from humans to machines. This helps in preserving our memories and experiences, which can be accessed in the future (Khilfa & Boukhnan, 2023).

On the other hand, **the decision-making process** is considered the core of the administrative process and the basis of key administrative practices. Leaders consider decision-making as the foundation of their work, as it is a continuous and interconnected process. Planning, organizing, directing, and controlling are not separated from each other but rather constitute the decision-making process (Yassien & Darawsha, 2022). The decision-making process is defined as the selection of a specific behavior among several expected alternatives. Therefore, decision-making requires sufficient knowledge and awareness of the alternative behaviors, an accurate understanding and identification of these behaviors, and the evaluation of those alternatives as a basis for the selection process (Othman, 2020).

Based on the review of previous studies—specifically the study by Jahloul et al. (2024) and the study by Qadi et al. (2020)—the dimensions of artificial intelligence were identified, as shown in Figure (1):

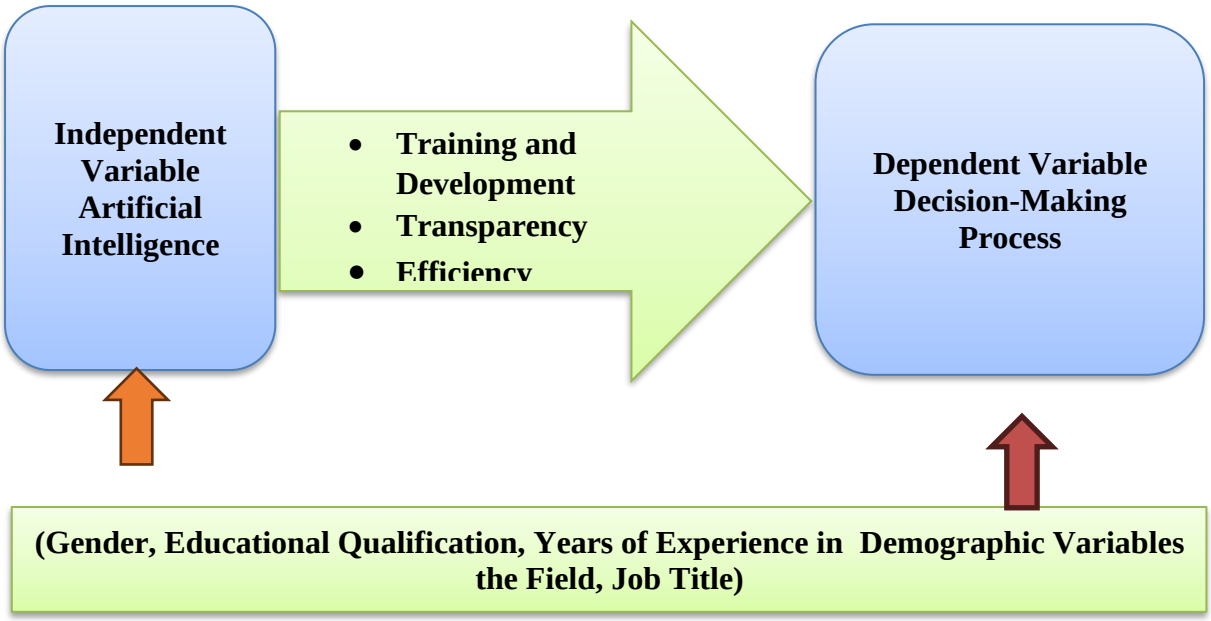

Figure (1) illustrates the relationship between the different research variables. **Source**: Prepared by the researchers (After reviewing the literature on management in artificial intelligence, the researchers selected these criteria because they are the most consistent with the nature of work in media institutions).

Based on a review of previous studies, the current study constitutes an important contribution to research on artificial intelligence in media institutions. It contributes to supporting the decision-making process in a local environment filled with challenges, which is what distinguishes the present study. Accordingly, the following hypotheses were formulated:

- **Main Hypothesis**: There is a statistically significant impact at the significance level ($\alpha \leq 0.05$) of artificial intelligence (training and development, suitability, efficiency) on supporting the decision-making process within media institutions.
- **Main Hypothesis**: There are statistically significant differences at the significance level ($\alpha \leq 0.05$) between the mean scores of the research population's assessment of artificial intelligence and its role in supporting the decision-making process, attributed to the variables (gender, educational qualification, years of work experience, and media institution).

Study Methodology: Based on the nature of the study and the objectives it seeks to achieve, the researchers employed the **descriptive analytical method**, which

is widely used in various types of scientific research. In general, scientific description refers to the representation of the state of a person, object, time, or place (in its natural condition), expressed in detail for the purpose of clarification.

Study Population and Sample:The study population consists of communication professionals working in Palestinian media institutions in the Gaza Strip, who are registered with the records of the Palestinian Journalists Syndicate and the Ministry of Information, totaling (**735**) individuals for the academic year **2022–2023**. A random sampling method was used to select a sample of communication professionals across various media platforms, amounting to **80** individuals. A total of **80** questionnaires were distributed to the study sample, and **71** were retrieved, representing a response rate of **71.8%**.

Table (**1**) presents the distribution of the study variables on which statistical analysis was conducted.

Table 1: **Distribution of the Study Sample According to Variables**

Statement	Variable	Frequency	Percentage
Gender	Male	41	57.7%
	Female	30	42.3%
Academic Qualification	Diploma or below	18	25.4%
	Bachelor's degree	42	59.2%
	Postgraduate studies	11	15.5%
Years of Experience	Less than 5 years	8	11.3%
	5–10 years	37	52.1%
	10–15 years	21	29.6%
	15 years or more	5	7.0%
Media Institution	Online platforms	14	19.7%
	Photojournalist and TV	22	31.0%
	Press institutions	15	21.1%
	News agencies	14	19.7%
	Freelance journalist	6	8.5%
Total		71	100%

Study Instrument: The questionnaire was compiled from several previous studies and presented to a panel of experts for review. The questions were designed as closed-ended to facilitate and expedite responses from the respondents and to simplify the data analysis process. The questionnaire consisted of two parts:

- **Part One**: Comprised five questions related to demographic information (gender, academic qualification, years of work experience, media institution).
- **Part Two**: Addressed the axes of the questionnaire (Artificial Intelligence and the Decision-Making Process) in order to answer the research questions.

The responses were coded and analyzed using the Statistical Package for the Social Sciences (SPSS, version 26). The validity and reliability of the questionnaire were verified to determine its suitability for analyzing the results and answering the research questions through the following:

Validity and Reliability of the Study Instrument (**Questionnaire**):

Construct Validity of the Study Instrument: Construct validity is one of the measures used to determine whether the instrument achieves its intended objectives. It reflects the degree of correlation between each axis of the study dimensions and the total score of the questionnaire items, thereby verifying the validity of the constructed measures of the study.

Table (**1**): **Construct Validity of the Questionnaire Axes**

Dimension	Correlation Coefficient (R)	Significance Level (Sig.)	Significance
Development and Training	0.933	0.000	Significant
Suitability	0.939	0.000	Significant
Effectiveness	0.787	0.000	Significant
Artificial Intelligence	0.887	0.000	Significant
Decision-Making Process	0.894	0.000	Significant

It is evident from **Table 1** that all correlation coefficients across the questionnaire's dimensions are statistically significant at the significance level ($\alpha \leq 0.05$). Accordingly, all questionnaire dimensions are considered valid for measuring what they were designed to assess.

Reliability of the Questionnaire:The researchers verified the reliability of the study's questionnaire by using the **internal consistency method** on a sample of (40) employees working in volunteer teams in the Gaza Strip, who were not part of the targeted study sample. This type of reliability refers to the strength of consistency among the items in the research instruments and was measured using **Cronbach's Alpha** formula. This method relies on the extent of consistency in individuals' responses from one item to another for each dimension.

Table (2): Cronbach's Alpha Reliability Coefficient for the Questionnaire

Scale	Number of Items	Cronbach's Alpha Coefficient
Artificial Intelligence	15	0.822
1. Development and Training	5	0.704
2. Appropriateness	5	0.586
3. Effectiveness	5	0.615
Decision-Making Process	10	0.709

It is evident from Table 2 that the Cronbach's Alpha coefficient for the applications of artificial intelligence is (0.822), and the Cronbach's Alpha coefficient for the overall score of the decision-making process scale is (0.709). This is sufficient evidence that the scales possess a high reliability coefficient.

- **The Criterion Used in the Study**: The researchers used a five-point Likert scale to measure the constructs, where the following scale was adopted:

Table (3): The Criterion Used in the Study

Level of Agreement	Very Low	Low	Medium	High	Very High
Arithmetic Mean	Less than 1.80	1.80 to 2.59	2.60 to 3.39	3.40 to 4.19	Greater than 4.20
Percentage	Less than 36%	36% to 51.9%	52% to 67.9%	68% to 83.9%	Greater than 84%

Presentation and Discussion of Study Results Related to the Study Questions Question 1:"What is the reality of artificial intelligence and the level of decision-making processes in media institutions?" To answer this, the researchers calculated the mean, standard deviation, relative weight, and ranking for the reality

of artificial intelligence in media institutions from the perspective of the employees, as shown in Table (4).

Table (4): Analysis of the reality of artificial intelligence, showing the arithmetic mean, standard deviation, and relative weight of the scale.

No.	Requirements	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking	Level
1	Development and Training	3.12	0.55	62.3%	3	Medium
2	Suitability	3.23	0.47	64.6%	2	Medium
3	Effectiveness	3.32	0.44	66.4%	1	Medium
Overall Artificial Intelligence Score		3.22	0.43	64.4%	Medium	
Overall Decision-Making Process Score		3.41	0.44	68.2%	High	

The results derived from Table (4) indicate that the use of artificial intelligence in media institutions was at a medium level, with a relative weight of (64.4%), reflecting the media institutions' reliance on artificial intelligence technologies to improve their performance and efficiency under the difficult conditions imposed by the war.The average score for the "Decision-Making Process" level was (3.41) with a standard deviation of (0.44) and a relative weight of (68.2%), indicating a high level of decision-making processes within media institutions.

Results Related to the Study Hypotheses

- **First Main Hypothesis**: There is a statistically significant relationship at the significance level ($\alpha \geq 0.05$) between artificial intelligence (development and training, suitability, effectiveness) and supporting the decision-making process within media institutions?

The multiple regression model was used to test the effect of the independent variables on the dependent variable (decision-making process) and to derive an equation linking them.

Table (5): The Effect of Independent Variables on the Dependent Variable (Decision-Making Process)

Variable	Coefficient Value	T Value	P-Value
Constant	1.474	4.544	0.000
Artificial Intelligence	0.600	6.016	0.000
Correlation Coefficient = 0.587			
Determination Coefficient = 0.344			
F-Test Value= 36.197			
P-Value = 0.000			

*The p-value is statistically significant at $\alpha \geq 0.05$.

According to Table (7), the "Stepwise" method was used to determine the best equation for the multiple regression line. The results showed that the dimension of **innovation** has a significant effect on the **decision-making process**, with a p-value less than 0.05. The results table also indicated that the **F-test** is statistically significant, which demonstrates the explanatory power of the model. The coefficient of determination reached (0.344), meaning that artificial intelligence explains 34.4% of the total variance in the decision-making process, while the remaining percentage is attributed to other factors.

The regression equation can be formulated as follows:

The results of Table (8) indicate a significant impact of the use of artificial intelligence on the decision-making process, reflecting the vital role that technology plays in enhancing performance and promoting collaboration among individuals.

Decision-Making Process = 1.474 + (0.600 × Artificial Intelligence)

- **Second Main Hypothesis**: There are statistically significant differences at the significance level ($\alpha \geq 0.05$) between the mean scores of the research population's assessment regarding artificial intelligence and its role in supporting the decision-making process, attributed to the variables: (gender, academic qualification, years of work experience, media institution).

- **Gender Variable**:

Table (9): Statistical differences related to the gender variable

Dimension	Gender	N	Mean	Standard Deviation	T Value	Significance Level
Artificial Intelligence and Its Role in Supporting the Decision-Making Process	Male	41	3.23	0.36	0.376	0.542
	Female	30	3.43	0.40		

** Significant at 0.01. * Significant at 0.05.**

Table (9) shows that there are no statistically significant differences at the significance level ($\alpha \geq 0.05$) between the mean scores of the research population's assessment regarding the impact of artificial intelligence on enhancing the decision-making process in media institutions attributed to the gender variable.

- **Academic Qualification Variable**:

Table (7): Source of variance, sum of squares, degrees of freedom, mean squares, F-value, and significance level attributed to the academic qualification variable

Statement	Source of Variance	Sum of Squares	Degrees of Freedom	Mean Squares	F-value	Significance Level
The impact of artificial intelligence in enhancing the decision-making process within media institutions	Between Groups	0.207	2	0.103	0.678	0.511
	Within Groups	10.364	68	0.152		
	Total	10.571	70			

** Significant at 0.01. * Significant at 0.05

It is evident from Table (7) that there are no statistically significant differences at the significance level ($\alpha \geq 0.05$) between the mean scores of the research population's assessments regarding the impact of artificial intelligence in enhancing the decision-making process within media institutions, attributed to the academic qualification variable.

- **Work Experience Variable**:

Table (8): Source of variance, sum of squares, degrees of freedom, mean squares, F-value, and significance level attributed to the work experience variable.

Statement	Source of Variance	Sum of Squares	Degrees of Freedom	Mean Square	F-value	Significance Level
The impact of artificial intelligence in enhancing the decision-making process within media institutions	Between Groups	0.545	3	0.182	1.214	0.311
	Within Groups	10.026	67	0.150		
	Total	10.571	70			

****Significant at 0.01 level**. *** Significant at 0.05 level**.

It is evident from Table (8) that there are no statistically significant differences at the significance level ($0.05 \geq \alpha$) between the mean scores of the research community members' assessment regarding the impact of artificial intelligence on enhancing the decision-making process within media institutions attributed to the variable of years of work experience.

- **Media Institution Variable**:

Table (9): Source of variance, sum of squares, degrees of freedom, mean squares, F-value, and significance level attributed to the media institution variable.

Statement	Source of Variance	Sum of Squares	Degrees of Freedom	Mean Squares	F-value	Significance Level
The impact of artificial intelligence on enhancing the decision-making process within media institutions	Between Groups	0.563	4	0.141	0.929	0.453
	Within Groups	10.008	66	0.152		
	Total	10.571	70			

**** Significant at 0.01**. *** Significant at 0.05**

It is evident from Table (9) that there are no statistically significant differences at the significance level ($\alpha \geq 0.05$) between the mean scores of the research community's responses regarding the impact of artificial intelligence on enhancing the decision-making process within media institutions, attributed to the media institution variable.

Recommendations

Based on the findings of the study, it is recommended to enhance the use of artificial intelligence technologies in Palestinian media institutions, particularly in the

decision-making process. These technologies can improve efficiency and enhance performance, especially during crises such as wars. The use of artificial intelligence can contribute to the media institutions' ability to respond swiftly and accurately to emergency events, thereby strengthening their capacity to provide reliable and effective content to the public.

Media institutions should also provide specialized training programs for decision-makers in order to develop their skills in using artificial intelligence technologies. Such training will help improve the effectiveness of these technologies and support the decision-making process with greater accuracy and efficiency. In addition, it is recommended to integrate artificial intelligence into the crisis management strategies adopted by media institutions, so as to improve their responsiveness to crises and offer innovative and effective solutions in a timely manner.

Moreover, media institutions need to review and update their IT infrastructure in alignment with the requirements of artificial intelligence. Ensuring proper integration between the technical systems and daily operations is critical to maximizing the benefits of these technologies. To further support this direction, it is recommended to encourage more studies and scientific research focusing on the applications of artificial intelligence in media. Such research will contribute to expanding the knowledge base and developing new methods for supporting decision-making.

Furthermore, although the study did not show statistically significant differences in some variables such as gender and academic qualification, it remains important for media institutions to consider diversity in work teams. It is essential to develop individuals' skills in using artificial intelligence technologies in line with the demands of media work, which contributes to enhancing collaboration and achieving optimal results.

Finally, it is recommended to conduct regular assessments of the effectiveness of artificial intelligence technologies in supporting the decision-making process within media institutions. This continuous evaluation will enable institutions to adjust their strategies as needed to ensure the best outcomes and continuous performance improvement.

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