



The Reality of Information Management and Its Role in Decision-Making at the Palestinian Ministry of Interior

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Abstract: Objectives: The study aims to identify the reality of information management at the Palestinian Ministry of Interior, assess the level of information integration among its components, examine the role of information management in decision-making within the ministry, and explore the combined impact of information management and integration on improving decision-making at the Palestinian Ministry of Interior. **Methodology:** Using a descriptive-analytical design framed by decision-making theory, an 86-item questionnaire (five-point Likert scale) was distributed to a random sample of 190 employees (out of 613 unit-heads and above). Instrument reliability and validity were confirmed through a 30-case pilot and Cronbach's- α analysis; one-sample t-tests ($\alpha = 0.05$) compared every construct with a neutral 60% benchmark. **Finding:** The study revealed that the quality of information management within the organization averages 73.8%, indicating a "good" level. This is driven by the robust information archiving dimension, which stands at 79.0% and reflects an effective, loss-preventing filing system. Technology use follows closely at 77%, pointing to existing but expandable digital adoption, while the overall management construct measures 70.3%, constrained by ongoing financial and security pressures. Regarding informational integration between directorates, the average was 65.5%, classified as "moderate." This integration heavily relies on traditional exchange methods (70.4%), with secure electronic exchange being the weakest aspect (60.5%) due to limitations in digital infrastructure. Furthermore, the support provided by information management for decision-making averages 71.3%. Problem analysis leads this dimension at 73.9%, attributed to specialized analysis teams, whereas the use of technology during decision execution represents the weakest link at 67.9%. **Conclusion:** The information management system in the Palestinian Ministry of Interior is solidly structured, yet weak and uneven electronic data sharing still slows real-time coordination. Upgrading digital infrastructure and enforcing data-exchange protocols would unlock faster, more transparent, and higher-quality decisions.

Keywords: Information, Decision-Making, Palestinian Ministry of Interior.

واقع إدارة المعلومات ودورها في صنع القرار بوزارة الداخلية الفلسطينية

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المُلخَص: الأهداف: التعرّف على واقع إدارة المعلومات بوزارة الداخلية الفلسطينية، ومعرفة مدى التكامل المعلوماتي بين مكونات الوزارة، وكذلك الكشف عن دور إدارة المعلومات في صناعة القرار في وزارة الداخلية، ودور إدارة المعلومات والتكامل المعلوماتي بوزارة الداخلية الفلسطينية – مُجتمع - على مستوى تحسين صنع القرار بوزارة الداخلية الفلسطينية. **المنهجية:** استخدمت الدراسة المنهج الوصفي التحليلي، الذي يعتمد على دراسة الظاهرة كما توجد في الواقع، وكذلك منهج اقتراب صنع القرار، وبناءً على مشكلة الدراسة وأهدافها فإن المجتمع الدراسة المستهدف يتكون من كافة العاملين في وزارة الداخلية الفلسطينية، حيث استخدم طريقة العينة العشوائية، وكان عددهم (190) مفردة من أصل (613) رئيس وحدة فما فوق في الوزارة. **النتائج:** يوجد لدى وزارة الداخلية الفلسطينية نظام إدارة المعلومات؛ حيث إن هناك هيكليات وسياسات وخططاً واضحة، وكذلك توجد رؤية واضحة حول القضايا المتعلقة بالوزارة، تسهم في زيادة كفاءة صنع القرار. وتمتلك وزارة الداخلية الفلسطينية نظام محوسب خاصاً به، كما يقوم بتغذية نظام المعلومات المشترك مع مكونات الوزارة الأخرى بالمعلومات باستمرار. وتعتمد وزارة الداخلية الفلسطينية سياسة التشاور في إطار الفريق الواحد، وإيجاد بدائل لحل المشكلة، وفق رؤية شمولية تتناسب مع السيناريوهات. **الخلاصة:** تحسين نظم وأساليب إدارة المعلومات، وزيادة المقدرات التقنية لتطوير كفاءة عملية إدارة المعلومات. وتعزيز سبل تبادل المعلومات بين مكونات الوزارة وتطوير سياسة تبادل المعلومات وتعديل إجراءاتها. وإيلاء اهتمام أكبر بالدور الذي تلعبه إدارة المعلومات في صناعة القرارات الصحيحة.

الكلمات المفتاحية: المعلومات، صنع القرار، وزارة الداخلية الفلسطينية.

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Introduction

Information, in its general form, is of great significance in any activity within both developing and advanced societies. The reliance of human activity—whether in security, military, industrial, or commercial fields—on information and the continuous pursuit of its flow serve as the foundation of its structure, the stability of its operations, and its resilience in facing challenges.

"Information management is the process that involves collecting data from various sources with the aim of processing and storing it for the purpose of distribution, dissemination, or reuse for different purposes within or outside the organization, such that information becomes one of the important resources in the institution which must be preserved, protected, and continuously updated by the organization" (Ben Jalil, 2024). Therefore, information constitutes a strategic resource for the organization, and it must be provided with the required specifications in terms of accuracy, reliability, relevance, and timeliness, while ensuring its effective utilization. (Al-Zughbi & Malkawi, 2015)

Likewise, the process of obtaining information by all available means and from all sources, processing it accurately to extract the best possible insights, sharing it appropriately with those who need it, retaining it until it is no longer required, and determining the mechanisms, tools, software, and timelines by which these steps will be implemented—along with identifying the relevant individuals and stakeholders. (Saeed, 2018)

Decision-making holds great importance in human life in general and within the Ministry of Interior in particular. The process of making and taking decisions relies on selecting the best alternative from among multiple options to achieve the desired goal, address a specific situation, or solve a particular problem.

Therefore, decision-makers must gather information and ensure its continuous flow through appropriate means to arrive at the best choice in the shortest possible time and at the lowest cost. One of the key factors for success in life is mastering the art of decision-making and executing it at the right time. This becomes even more critical as the challenges and risks facing the Ministry of Interior continue to expand.

Since the Ministry of Interior is responsible for ensuring the security and safety of citizens and protecting them from both internal and external threats, it is essential for the ministry to facilitate the flow of information across its departments and to manage this information scientifically. This approach enables decision-makers within the ministry to make sound decisions. Therefore, the Ministry of Interior's reliance on information and its significance lies in enhancing its ability to perform its duties effectively in maintaining security and stability within society and reinforcing its foundations

Research Problem and Questions

The Palestinian Ministry of Interior is experiencing significant challenges and obstacles as a result of the Israeli occupation and its aggressive practices, which have led to the absence of systems and technologies that support the process of information management, as well as the inability to effectively exchange and coordinate with entities similar to the Ministry both internally and externally. In addition, the state of political division and its resulting negative repercussions, the emergence of occasional internal threats, and the challenges related to essential infrastructure—such as power outages and weak telecommunications and internet networks all directly impacted the process of information management and the ability to make optimal decisions.

As a result, it has become imperative for the Palestinian Ministry of Interior to make dedicated efforts in managing and utilizing information in a way that enables decision-makers to confront the risks and threats surrounding the Palestinian cause. Although numerous previous studies have highlighted the importance of information and its relationship to decision-making, such as Al-Husseini (2024), Abu Hamdeh (2020), and Al-Mutairi (2013), they have not sufficiently addressed information management itself from an applied and practical perspective, especially in the context of the vast amount of available information and the extent to which its timely presence or absence affects the decisions made. For instance, while Al-Husseini (2024) explored the impact of management information systems on decision-making, and Abu Hamdeh (2020) focused on information quality's effect on administrative decision-making, they did not delve into the comprehensive aspects of information management processes or the critical element of information timeliness in decision outcomes within the specific organizational context of the Ministry of Interior. Similarly, Al-Mutairi (2013) examined the role of information systems in rationalizing administrative decisions, but he did not specifically focus on the broader implications of information management and the impact of information's timely presence or absence, and how this is applied practically within the Ministry of Interior. Therefore, there remains a need for a deeper understanding of how information is managed and effectively applied, and its direct impact on the effectiveness and timeliness of decisions within complex organizational environments in security institutions like the Ministry of Interior.

Therefore, there remains a need for a deeper understanding of how information is managed. In light of the critical role that information

management plays in decision-making within the Ministry of Interior, the researcher developed a sense of the importance of this study, which can be articulated in the following main research question:

What is the reality of information management and its role in decision-making within the Palestinian Ministry of Interior?

From this main question, the following sub-questions arise:

1. What is the current state of information management in the Palestinian Ministry of Interior?
2. To what extent is there informational integration among the components of the Palestinian Ministry of Interior?
3. What role does information management play in decision-making within the Palestinian Ministry of Interior?
4. How does the combined role of information management and informational integration contribute to improving decision-making within the Palestinian Ministry of Interior?

Significance of Study

This study derives its significance from its subject matter, as the researcher seeks to explore the role of information management and the extent to which information influences decision-making within the Palestinian Ministry of Interior.

Scientific (Theoretical) Significance

1. To develop the theoretical framework for understanding how information management affects decision-making processes within the Ministry of Interior.
2. To shed light on the relationship between the efficiency of information and the accuracy of decisions within the Ministry.
3. The study aspires to serve as a valuable reference for scholars and researchers in the field of information management, opening new avenues for further research.

Practical (Applied) Significance

1. The importance of this study lies in the anticipated future benefits of proper information management and its contribution to the decision-making process within the Palestinian Ministry of Interior.
2. The study aims to promote the principle of information management within the Palestinian Ministry of Interior.
3. It is hoped that the findings of this study will serve as a key to new opportunities for decision-makers within the Palestinian Ministry of Interior to advance the field of information management.

Study Scope

Subject Scope: This study is limited to examining the *reality of information management and its role in improving decision-making within the Palestinian Ministry of Interior*.

Temporal Scope: The study was conducted in the year 2023.

Human Scope: The study is restricted to directors of departments and divisions, heads of sections, units, and offices within the Palestinian Ministry of Interior.

Spatial Scope: The study is geographically limited to the Palestinian Ministry of Interior.

Study Methodology

In light of the nature of the study, its objectives, and the data intended to be collected to explore *the role of information management in decision-making within the Palestinian Ministry of Interior*, and based on the research questions the study seeks to answer, the descriptive analytical method was adopted, along with the decision-making approach.

Descriptive Analytical Method

This method relies on studying the phenomenon as it exists in reality and contributes to its accurate description and clarification of its characteristics through the

collection, analysis, and interpretation of information, followed by the application of results accordingly. The descriptive-analytical method is considered a type of quantitative research and is also regarded as an investigation based on a phenomenon as it currently exists, with the aim of diagnosing it, uncovering its aspects, and identifying the relationships among its elements as well as their connections to other phenomena. (Al-Hafidhi, 2014)

Decision-Making Approach

A set of rules and procedures followed by participants in the decision-making process in order to reach a specific choice aimed at solving a particular problem; that is, they are the formal and informal foundations through which the available options are evaluated, and efforts are made to reconcile them. (Mustafa, 2019)

Moreover, the decision-making approach assumes that policy consists of a series of decisions. Therefore, it is not possible to study policy and the decision-making situations it entails without first examining the process of preparing for decision formulation. The decision-making approach, in the context of its study of political decisions, emphasizes the strong role played by the head of state and the team working with him within the political system. (Mustafa, 2019)

Concepts and Terminology

Information: Refers to data that has been processed and analyzed to extract the insights contained within it, which assist the decision-maker in making better decisions across various fields and specific operations that help in achieving objectives.

Decision-Making: “The process and logic through which individuals arrive at a decision. Different models of decision-making lead to significantly different analyses and predictions. Decision-making theories range from rational-objective decision-making—which assumes

individuals will make the same decisions when provided with the same information and preferences—to the logic of appropriateness, which is more subjective and assumes that specific institutional and organizational contexts play an important role in the decisions individuals make.” (*Britannica Encyclopedia*, 2022)

Ministry of Interior: One of the most important ministries within the Palestinian government. It bears extremely complex responsibilities under intertwined conditions and challenging realities well known to observers—especially when comparing the current ministry’s work to that of previous ministries operating under governments that followed the path of settlement and adhered to external agendas that conflicted with the higher national interests of the Palestinian people. The primary role of those former ministries was to preserve the security and stability of the occupation. (*Ministry of Interior and National Security official website*).

Theoretical Framework

Information: Information management has become a fundamental pillar in supporting administrative work across various fields. It serves as the driving force in the decision-making process within all organizations, whether governmental or private. Its importance has grown significantly, as information has become an integral part of supporting and rationalizing decisions. Therefore, no organization aiming for progress and improved performance can dispense with information, as it is the primary resource that strengthens the administrative process. The current challenge facing management lies in how to utilize this information effectively, particularly in accomplishing and organizing the work of the Palestinian Ministry of Interior.

Organizations have recently been witnessing qualitative leaps due to the era of knowledge

and technology, amid rapid and fundamental transformations in work methods, management styles, and types of leadership. This has been achieved through the adoption of contemporary administrative approaches and practices under leadership that relies on change systems as a form of organizational learning, which in turn fosters loyalty among the members of the organization. (Ishtayya & Shaheen, 2025).

From this perspective, it is not sufficient for information management to merely be beneficial; rather, it must be utilized in a beneficial manner. Information is a crucial and final product that must be invested by its users, who in turn convert it into productive action that serves both themselves and their communities.

Definition of Information Management

Language: In linguistic terms, *information* (in Arabic: "المعلومات") is the plural of "*ma'loumah*", which derives from the verb "*'alima*", meaning "to know," "to perceive," or "to comprehend something fully." The word "*ma'loumah*" refers to that which is perceived, understood, or conveyed in the form of facts, data, or concepts. It is used to denote the body of knowledge or content presented to others with the aim of clarification, education, or documentation. (The Basic Arabic Dictionary, 2019).

Terminologically, information management as a scientific term has become widely used in the literature of information science, business administration, and other academic disciplines. Numerous definitions exist for information and its management. Information management has been defined as managing knowledge in a way that ensures institutions benefit from existing knowledge to make faster and more efficient decisions (Yap & Toh, 2020).

Information management is considered a strategic process aimed at ensuring the

provision of the right information to the right people at the right time, thereby supporting organizational learning, enhancing innovation, and reducing the risks associated with decisions that are not based on accurate information. (Choo, 2016).

In light of the above definitions, the researcher defines information management procedurally as the systematic and clear administration of information and its related processes, particularly its creation, through the use of information technology tools to provide more effective and efficient access to available information in order to assist the decision-maker in selecting the optimal decision.

Objectives of Information Management

Information management aims to achieve various goals that contribute to fulfilling its overall purpose. It facilitates circulation, periodic renewal, and retrieval of information when needed. Therefore, information management pursues several key objectives, including:

- Achieving better communication in terms of speed, quality, transparency, higher efficiency, and employee participation.
- Continuously generating new knowledge to enhance the effectiveness of decision-making by making information and data accessible to those who need them.
- Facilitating access to information with minimal effort through available automated search tools (Al-Otaibi, 2011: 23)
- Reducing waste of time in monitoring various administrative processes.

From the above, it is evident that information management brings numerous benefits, aiming to ensure better information delivery, enhance advanced business transactions, and allow employees to perform their tasks independently by accessing more accurate and effective information (Al-Otaibi, 2011: 20).

Fundamentals of Information Management

Information management relies on several fundamental components, outlined as follows (Al-Baz, 2003: 5):

- The presence of an adequate level of infrastructure, including a modern communication and data network, as well as an advanced wired and wireless communication system capable of ensuring connectivity and information transfer.
- The availability of electronic devices to benefit from the services provided by information management, enabling access to information, particularly for decision-makers.
- The provision of services and keeping pace with technological advancements, especially in the field of information.
- The existence of legal frameworks and legislative provisions that facilitate the work of information management, granting it legitimacy, credibility, and all necessary legal implications.
- Training and capacity building for all personnel involved in information management to ensure the proper administration and direction of information processes.

The Concept of Decision-Making

The concept of decision-making, at all its stages, must be based on a broad and accurate foundation of specialized information that helps officials make effective decisions. One of the key factors for success in life is mastering the art of decision-making and executing it at the right time in any aspect of life, whether in personal interactions or dealing with others. Decision-making in organizations is arguably the most critical factor in achieving their desired goals and serves as the fundamental pillar for development, modernization, and competitiveness at all levels (Juaim, 2012).

Decision-making has been defined as "the outcome of a collective effort; it is an activity through which decision-makers move toward selecting one alternative from among several, in order to find the appropriate solution to the growing problems faced by the institution." (Al-Masri & Amer, 2016: 6)

Decision-making has also been defined as *"the process through which a problem or goal is identified, alternatives are evaluated, and a final decision is made through careful, conscious, and purposeful selection to solve the problem or achieve the goal"* (Al-Otaibi, 2011: 22).

The process of administrative decision-making fundamentally relies on the availability of information and its effective utilization. Therefore, efforts must be made to overcome obstacles that hinder access to information so as not to disrupt the vital relationship between information and administrative decisions. It becomes evident that the concept of decision-making is complex and involves a highly intricate process due to its overlapping and interwoven nature.

In light of the previous definitions, the researcher procedurally defines decision-making as *"the intellectual efforts and intentions exerted by an individual or a group of individuals through which they identify a problem or goal, evaluate the available alternatives, and ultimately make a careful, conscious, and purposeful selection to resolve the issue or achieve the objective."*

The Role of Information Management in Decision-Making

There is no doubt that awareness of the importance of information and its vital role in decision-making has been growing significantly. Practical experience across various fields, including politics, administration, and developmental planning, has demonstrated the urgent need for

information in the processes of policy formulation, strategic planning, decision-making, and performance evaluation. In reality, the increasing focus on information has been driven by tangible developments in economic and social sectors, the expansion of administrative responsibilities, the adoption of economic and administrative reform policies and programs, as well as the rapid global changes and the far-reaching impacts of the information revolution on all aspects of life.

Supporting Decision-Making

Information represents a fundamental pillar in the decision-making process, as it is the process through which the best alternative is chosen from among a set of available alternatives. Managers at all administrative levels need information, and the more accurate, comprehensive, and well-timed it is, the more likely the decision made will be correct and serve the objectives of the ministry. This is because it raises the level of rationality in decision-making depending on the quality of the information used, and reduces the degree of reliance on intuition, guesswork, and experience. In light of the great openness we are witnessing today thanks to technological development, the world has become a small village with open borders for the flow of a massive amount of information, and consequently, many variables and influences, which means that the decision-making process has become more difficult, as the importance of a decision is equal to the importance of the quality of the information upon which it was based. (Hannash, 2015).

Utilizing Information in Decision-Making

The utilization of information in the decision-making process represents a primary objective that information management seeks to achieve as part of its role in supporting decision-making. The extent to which information is used by decision-makers

determines the ability of information management to fulfill the scientific requirements necessary for preparing and formulating decisions. At the same time, it influences the advancement of decision-making methods and the degree of accuracy that can be ensured.

Thus, the process of utilizing and employing information in decision-making manifests as an integrative process and a point of interaction and mutual exchange between the information producer (information management) and the decision-maker. In reality, this is the outcome of actual developments in the field of information management, and as such, it cannot be analyzed or evaluated in isolation from the fundamental factors influencing it (Murjan, 2002: 93).

Previous Studies

This section aims to review and analyze previous studies related to information management and its role in decision-making, with the goal of establishing the current knowledge framework, identifying key concepts, and highlighting research gaps that the current study seeks to fill by contributing to existing knowledge.

The Role of Information Systems and Digital Transformation in Decision-Making and Institutional Performance

Numerous studies have emphasized the pivotal role of information systems (IS) and digital transformation in enhancing the effectiveness of decision-making and improving overall institutional performance. For instance, Al-Husseini's (2024) study in higher education institutions in the Sultanate of Oman, which included 268 administrative employees, highlighted these institutions' heavy reliance on management information systems (MIS) and their focus on problem-solving strategies in the decision-making process. Similarly, Al-Mutairi (2013), in his

study on officers of the General Directorate of Border Guards, indicated that periodic reports within information systems significantly contribute to rationalizing administrative decisions, and that these systems enhance decision-makers' expertise and help them understand the impacts of their decisions.

Furthermore, Abu Bakr's (2024) study, targeting 160 employees at the Palestinian Ministry of Communications and Information Technology, revealed a strong positive influence of digital leadership practices on institutional performance, noting differences in respondents' opinions based on variables such as gender, educational qualification, job title, and years of experience. In a similar vein, Masri's (2022) study on the requirements for implementing e-management in the Palestinian Ministry of Health indicated that the level of e-management implementation was moderate (average 3.42), with "administrative requirements" ranking first, while "efficiency of internal operations" topped the institutional performance dimensions. Collectively, these studies recommend adopting advanced modern software, strengthening information systems infrastructure, developing and integrating digital leadership into strategic planning and linking it to precise performance indicators, and reinforcing digital skills and expertise to ensure desired organizational effectiveness under both routine and emergency conditions.

The Criticality of Information Quality and its Dimensions in Decision Effectiveness

Beyond the mere existence of information systems, other studies have focused on the paramount importance of information quality itself as a crucial element in decision-making effectiveness. Abu Hamdeh's (2020) study, conducted in Jordanian central ministries among 199 supervisory directors, revealed a high level across various dimensions of administrative information quality, including

relevance, timeliness, accuracy, and comprehensiveness, emphasizing their direct impact on the effectiveness of administrative decisions and the necessity of basing them on scientific evidence derived from data collection and research. Contributing to this understanding, Faqha's (2021) study, targeting 168 employees in Palestinian local government units, demonstrated the mediating role of information quality between the quality of information systems and decision-making effectiveness. These studies collectively affirm the need for continuous improvement in the quality of information collected and processed, and the necessity for new information systems to adapt to changing requirements to ensure their accuracy, comprehensiveness, and timeliness in supporting sound and reliable decisions. Abu Hamdeh's (2020) study also recommends further comparative research between the public and private sectors and exploring additional dimensions of information quality.

Employee Participation, Competency, and Human Resources in Decision-Making and Information Generation

Academic research has not overlooked the pivotal role of the human element in both information management and decision-making. Al-Moukali's (2023) study, conducted on 288 employees at the Ministry of Municipal, Rural Affairs, and Housing in Saudi Arabia, emphasized the importance of enhancing employees' roles and encouraging their participation in decision-making processes, especially within change programs, and the necessity of involving them in future institutional plans and granting them greater authority. Consistent with this, Al-Khatib's (2020) study, which included 213 employees in the Palestinian public administration, recommended the need to enhance employee participation and activate delegation in the decision-making process, in addition to

amending existing regulations and laws to facilitate delegation procedures and developing necessary information systems for this process. Furthermore, Al-Najjar's (2012) study on the role of human resource management in information generation within the knowledge economy at the Islamic University confirmed the availability of essential skills needed in the information age (such as the ability to build cooperative and communicative relationships), as well as a solid IT infrastructure (e.g., availability of diverse, high-quality technical devices and a comprehensive database). These studies recommend continuous development and updating of human resource management activities to align with the latest advancements, and the implementation of various electronic training programs for employees to enhance their skills and capabilities in this information age.

Relevant Contexts, Studies, and Research Methodologies

Some studies have addressed specific contexts and practical challenges affecting information management and decision-making, in addition to utilizing various methodologies. For example, Shalayel's (2012) study explored the use of quantitative methods in decision-making and problem-solving within the Civil Defense Apparatus in Gaza, which included 149 officers. This study highlighted challenges such as a severe shortage of equipment, materials, and vehicles due to the ongoing blockade, and the need to develop planning methods and establish specialized departments. This study, while not directly addressing information management, emphasized the importance of modern scientific tools and diverse competencies to support decisions in security institutions.

Furthermore, other studies such as Masri (2022) in the Palestinian Ministry of Health, Faqha (2021) in Palestinian local government

units, Al-Mutairi (2013) in the General Directorate of Border Guards, and Abu Bakr (2024) in the Ministry of Communications, were all conducted in various ministerial and governmental contexts. This underscores the need to understand the specific dynamics of each institution. These studies demonstrated a widespread use of the descriptive-analytical method as a primary tool for analyzing phenomena related to information and decision-making. Notably, Abu Bakr's (2024) study utilized the descriptive-correlational method, and Al-Khatib's (2020) study employed interviews as a secondary data collection tool alongside the primary questionnaire.

Research Gap and Justification of the Current Study

Despite these valuable contributions from previous studies in understanding various aspects of information management and its relationship to decision-making, they have not sufficiently addressed information management itself from a comprehensive applied and practical perspective, especially concerning the vast amount of available information and the extent to which its timely presence or absence affects decisions. Crucially, a specific gap exists in the literature regarding the detailed exploration of effective information management practices and their direct impact on decision-making within the Palestinian Ministry of Interior. While some studies touched upon general public administration or other ministries (as in Masri 2022, Abu Bakr 2024, and Al-Mutairi 2013), none have specifically delved into the unique challenges and requirements of the Ministry of Interior in managing information for timely and effective decision-making. This gap underscores the need for the current study to provide a deeper understanding of these dynamics within this critical security institution.

Research Methodology

Based on the nature of the study and its intended objectives, the descriptive analytical method was employed. This method focuses on examining the phenomenon as it exists in reality, aiming to describe it accurately and to express it both qualitatively and quantitatively. It goes beyond merely collecting information related to the phenomenon in order to investigate its various aspects and relationships, extending instead to analysis, correlation, and interpretation with the goal of reaching conclusions that form the basis of a proposed vision, thereby enhancing the body of knowledge on the subject.

The researcher relied on two main sources of information

1. **Secondary Sources:** These included relevant Arabic books and references, journals, articles, reports, previous research and studies related to the subject, as well as exploration of various internet sources.
2. **Primary Sources:** To address the analytical aspects of the research topic, the researcher collected primary data through a questionnaire, which served as the main research instrument and was specifically designed for this purpose.

Study Population

The study population is defined as all individuals or elements that represent the phenomenon under investigation. Accordingly, the study population includes all individuals who constitute the subject of the research problem. Based on the problem and objectives of the study, the target population consists of all employees working in the Palestinian Ministry of Interior.

Study Sample

The researcher employed a random sampling method, selecting individuals from within the Palestinian Ministry of Interior who meet the criteria relevant to the research. The

total sample consisted of 190 individuals out of 613 who hold the position of unit head or higher within the ministry. This is due to the fact that the key administrative joints in the ministry's structure belong to this category, namely: Head of Unit, Head of Section, Head of Department, Director of Administration, and Director General. These categories specialize in the ministry's work. A pilot sample of 30 questionnaires was distributed to test internal consistency, construct validity, and the reliability of the questionnaire.

To test the internal consistency, construct validity, and the reliability of the questionnaire, the tool was reviewed by experts in the field. Additionally, item-total correlations were calculated to statistically verify the construct validity of each item within its respective domain. Items showing weak or non-significant correlations were excluded or revised, ensuring that each retained item contributes meaningfully to its intended construct.

Research Instrument

A questionnaire was developed to examine *"The Reality of Information Management and*

Table 1: Five-Point Likert Scale.

Response	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Scale Value	1	2	3	4	5

The researcher selected a 1-5 response scale, where a response closer to 5 indicates a higher level of agreement with the statement in question. Each scale level carries a relative weight of 20%.

Statistical Description of the Study Sample According to Personal Data

Below is a presentation of the characteristics of the study sample based on personal data.

Table (2): Completed and Incomplete Questionnaires.

Type of Questionnaire	Frequency	Percentage (%)
Completed Questionnaires	166	87.4%
Missing Questionnaires (Unanswered)	24	12.6%
Total	190	100.0%

Its Role in Decision-Making at the Palestinian Ministry of Interior."

The questionnaire consists of two main sections:

Section One: This section collects personal information about the respondent, including age, educational qualification, administrative title, and years of service.

Section Two: This section covers the core themes of the study and consists of **86 items** distributed across three main axes:

- **First Axis:** The reality of information management at the Ministry of Interior, consisting of **47 items**.
- **Second Axis:** The extent of informational integration among the components of the Ministry of Interior, consisting of 10 items.
- **Third Axis:** The role of information management in decision-making at the Ministry of Interior, consisting of 29 items.

The Likert scale (1-5) was used to measure respondents' answers to the questionnaire items, as shown in Table 1:

Table (3): Study Sample by Age.

Item	Frequency	Percentage (%)
Under 30 years	21	12.7%
30 – Under 40 years	104	62.7%
40 – Under 50 years	39	23.5%
Over 50 years	2	1.2%

Table (4): Study Sample by Educational Qualification.

Educational Qualification	Frequency	Percentage (%)
PhD	2	1.2%
Master's Degree	23	13.9%
Bachelor's Degree	112	67.5%
Diploma	14	8.4%
General Secondary Certificate	14	8.4%
Less than Secondary	1	0.6%

Table (5): Study Sample by Administrative Title.

Administrative Title	Frequency	Percentage (%)
Assistant Director General	1	0.6%
Department Director	5	3.0%
Deputy Department Director	6	3.6%
Division Director	36	21.7%
Section Head	115	69.3%
Unit Head	3	1.8%

Table (6): Study Sample by Years of Service in the Ministry.

Years of Service	Frequency	Percentage (%)
Less than 5 years	9	5.4%
5 – Less than 10 years	139	83.7%
10 – Less than 15 years	10	6.0%
More than 15 years	8	4.8%

The internal consistency reliability of the tool was examined using Cronbach's Alpha and split-half methods. Table 7 presents the coefficients for each sub-dimension and the overall instrument.

Table (7): Cronbach's Alpha and Split-Half Reliability Coefficients for Measuring the Reliability of the Questionnaire.

#	Fields	Number of Items	Cronbach's Alpha	Split-Half Reliability
1	Information Management	10	0.819*	0.889*
2	Information Collection	12	0.806*	0.835*
3	Information Processing	8	0.801*	0.836*
4	Information Archiving	7	0.806*	0.869*
5	Information Analysis and Situation Assessment	6	0.832*	0.872*
6	Use of Technology	4	0.794*	0.824*
	Reality of Information Management	47	0.838*	0.845*
1	To what extent is information exchanged	5	0.846*	0.855*
2	Electronic exchange of information among ministry components	5	0.815*	0.821*
	To what extent is there informational integration within the Ministry of Interior	10	0.659*	0.812*
1	Problem Identification	5	0.768*	0.799*
2	Problem Analysis	5	0.817*	0.814*
3	Finding and Evaluating Alternatives	5	0.880*	0.910*
4	Choosing the Appropriate Alternative	4	0.889*	0.912*
5	Decision-Making and Follow-up	5	0.873*	0.881*
6	Use of Technology in Decision-Making Process	5	0.835*	0.856*
	Information Management and Its Role in Decision-Making at the Ministry of Interior	29	0.868*	0.873*

These values indicate high internal consistency and acceptable reliability across all dimensions. Moreover, construct validity was tested statistically through item-total correlations for each item within its respective subscale. All retained items showed statistically significant correlations, affirming the instrument's structural coherence.

Relative Weight of Field Items

The One-Sample T-Test was used to analyze questionnaire items, with 60% on the study scale considered neutral. An item is deemed positive, meaning that respondents agree with its content, if the calculated t-value is greater

than the tabulated t-value (1.97) or if the p-value is less than 0.05 and the relative weight exceeds 60%. Conversely, an item is considered negative, meaning that respondents disagree with its content, if the calculated t-value is less than the tabulated t-value (1.97) or if the p-value is greater than 0.05 and the relative weight is below 60%. The respondents' opinions on an item are considered neutral if its p-value is greater than ($\alpha \leq 0.05$).

Analysis of All Questionnaire Items

To answer the first question

The first question states as follows: What is the Reality of Information Management in the

Palestinian Ministry of Interior? According to Table 8, the overall relative weight of the fields related to information management in the Palestinian Ministry of Interior is 73.80%. Among the five fields, the "Information Archiving" field ranked first with a relative weight of 79.04%, which can be attributed to the importance of archiving information to prevent loss, damage, or theft, as well as ensuring its retrieval when needed.

The "Use of Technology" field ranked second with a relative weight of 76.96%, due to the significance of secure technology in enhancing the ministry's operations across technical, administrative, and human resource aspects. Secure technology also ensures data accuracy, quick access to information, and reliable storage and retrieval when necessary.

The "Information Processing" field ranked third with a relative weight of 74.01%, as the ministry relies on specialized departments for processing information, making it easier to understand, utilize, and leverage in decision-making, allowing decision-makers to formulate strong and well-informed policies.

The "Information Analysis and Situation Assessment" field ranked fourth with a relative

weight of 73.11%, which can be attributed to the nature of the analysis and assessment process that follows information processing. This process requires highly skilled personnel with specific intellectual and cognitive abilities, as well as extensive experience. Such specialized human resources are generally less abundant in society compared to other fields.

The "Information Collection" field ranked fifth with a relative weight of 73.06%, due to the limited development of personnel responsible for data collection. This is mainly caused by the heavy workload they bear and the shortage of specialists capable of transforming raw data into valuable information.

The "Information Management" field ranked last with a relative weight of 70.29%, which can be attributed to the severe blockade imposed by the Israeli occupation on Gaza since 2007. This blockade has resulted in financial constraints that hinder administrative and human resource development. Additionally, the burden of increasing responsibilities, along with ongoing political and security instability, has further affected the efficiency of information management.

Table (8): Key Areas (Reality of Information Management in the Ministry of Interior).

#	Fields	Mean Score	T-Test alue	Relative Weight (%)	Ranking	p-value
1	Information Management	3.51	36.85	70.29	6	0.000
2	Information Collection	3.65	50.35	73.06	5	0.000
3	Information Processing	3.70	29.58	74.01	3	0.000
4	Information Archiving	3.95	25.20	79.04	1	0.000
5	Information Analysis & Situation Assessment	3.66	6.42	73.11	4	0.000
6	Use of Technology	3.85	21.58	76.96	2	0.000
Overall, Axis (Reality of Information Management in the Ministry of Interior)		3.69	98.64	73.80		0.000

To Answer the Second Question

The second question states: What is the extent of information integration among the components of the Palestinian Ministry of Interior? According to Table 9, the overall relative weight of the fields measuring the extent of information integration among the components of the Ministry of Interior is

65.47%. Among these fields, "Extent of Information Exchange" ranked first with a relative weight of 70.43%, which can be attributed to the importance of coordination and information exchange among the ministry's components.

Meanwhile, the "Electronic Exchange of Information among Ministry Components"

field had a relative weight of 60.51%, which can be attributed to the low reliance on modern

technology due to the lack of sufficient security measures available for its implementation.

Table (9): Key Areas (Extent of Information Integration Among the Components of the Ministry of Interior).

#	Fields	Mean Score	T-Test Value	Relative Weight (%)	Ranking	p-value
1	Extent of Information Exchange	3.52	19.83	70.43	1	0.000
2	Electronic Exchange of Information Among Ministry Components	3.03	10.74	60.51	2	0.000
Overall, Axis (Extent of Information Integration Among the Components of the Ministry of Interior)		3.27	41.82	65.47		0.000

To Answer the Third Question

The third question states: What is the role of information management in decision-making at the Palestinian Ministry of Interior? According to Table 10, the overall relative weight for the role of information management in decision-making at the Ministry of Interior is 71.29%. Among the evaluated fields, "Problem Analysis for Decision-Making" ranked first with a relative weight of 73.92%, which can be attributed to the necessity of analyzing and understanding any issue before making an

appropriate decision, as well as the presence of specialized teams for processing and analyzing information.

Meanwhile, the "Use of Technology in the Decision-Making Process" field ranked last with a relative weight of 67.90%, which is due to the limited implementation of technology in ministerial operations, primarily because of its low availability, high cost of acquisition, and the need for workforce development in this area.

Table (10): Key Areas – The Role of Information Management in Decision-Making at the Ministry of Interior.

#	Role of Information Management in Decision-Making	Mean Score	T-Test Value	Relative Weight (%)	Ranking	p-value
1	Identifying the Problem	3.48	22.012	69.55	5	0.000
2	Analyzing the Problem Under Consideration	3.70	29.455	73.92	1	0.000
3	Finding and Evaluating Alternative Solutions	3.63	23.281	72.56	3	0.000
4	Selecting the Most Suitable Alternative	3.66	12.656	73.18	2	0.000
5	Decision Implementation and Follow-up	3.57	23.103	71.44	4	0.000
6	Use of Technology in the Decision-Making Process	3.40	18.149	67.90	6	0.000
Overall, Axis – Role of Information Management in Decision-Making at the Ministry of Interior		3.56	76.188	71.29		0.000

Study Findings

1. The Palestinian Ministry of Interior has an established information management system with clear structures, policies, and plans that enhance decision-making efficiency.
2. The ministry has a dedicated department with a specialized team that efficiently analyzes information, assesses situations, and provides recommendations to decision-makers.
3. The Palestinian Ministry of Interior employs secure technology through computerized systems for storing and retrieving

information, ensuring confidentiality and rapid communication among its components.

4. The ministry follows a structured information management approach, covering aspects such as administration, archiving, collection, and analysis.
5. The Palestinian Ministry of Interior places significant importance on information exchange with other components.
6. The ministry identifies and defines problems, gathers relevant information, and examines their connections, with this

process being moderately effective (relative weight 69.55%).

7. Decision-makers assess the expected outcomes of an appropriate decision based on a clear vision, considering justifications and potential risks before finalizing their choice.
8. Decision-makers in the ministry analyze all aspects of a decision, clarify its implementation method, and explore alternative execution strategies before proceeding.
9. The existing information system at the Palestinian Ministry of Interior ensures a continuous and secure flow of data and information through computerized processes, facilitating the decision-making process.
10. Information management and secure technology significantly impact decision-making in the ministry by streamlining problem identification, analysis, and the selection and implementation of optimal solutions.

Conclusion

This study shows that information management (IM) in the Palestinian Ministry of Interior performs at a “good” level (73.8%), with information archiving emerging as the strongest dimension (79%). The archiving system safeguards documents and accelerates retrieval, providing a reliable backbone for administrative work. Technology use (77%) indicates a tangible shift toward digital processes, yet persistent financial and security constraints keep the overall IM score at 70%.

Informational integration is moderate (65.5%). Staff still depend primarily on traditional channels (70.4%) because secure electronic exchange remains weak (60.5%). This digital gap slows real-time data sharing and limits cross-directorate coordination. Meanwhile, IM contributes meaningfully to

decision-making (71.3%), especially through problem analysis (73.9%). However, technology is under-utilised during decision execution (67.9%), suggesting missed opportunities for data-driven automation.

Practical implications are three-fold. First, upgrading the ministry’s secure digital infrastructure and deploying a unified content-management system would lift electronic exchange above 75% and close the integration gap. Second, targeted capacity-building in advanced data analytics can raise technology use in decision stages beyond 80%, turning analysis into faster action. Third, a formal data-sharing protocol—backed by clear accountability—could shorten inter-directorate information transfer times by at least 30%.

Limitations include reliance on self-reported data and a focus on director-level staff, which may overlook frontline perspectives. Future research could survey lower-tier employees, apply longitudinal designs, or benchmark PMI against comparable ministries in the region. Implementing the recommended measures will embed quicker, evidence-based decisions across the PMI and enhance public-sector responsiveness more broadly.

Study Recommendations

1. Increase the financial budget allocated for information management and provide the necessary resources and requirements to support its operations.
2. Developing the human resources responsible for information management by intensifying training programs and employing modern technological tools to enhance staff efficiency and ensure their continuous qualification in various information-related fields.
3. Increasing the attention given to the output of information management by decision-makers at the Ministry of Interior in all various decision-making processes.

4. Preparing a dedicated protocol to regulate the process of information exchange within the ministry, with the Information Management Department overseeing its development.
5. Digitizing all transactions within the components of the Ministry of Interior to enhance reliability and expedite decision-making.

Disclosure Statement

- **Ethical approval and consent to participate:** Ethical approval was not required for this study. Participation in the survey was voluntary, and informed consent was obtained from all participants. Responses were collected anonymously and treated with full confidentiality.
- **Availability of data and materials:** All data generated or analyzed during this study are available from the corresponding author upon reasonable request.
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