

## **The role of organizational memory, in the effectiveness of decision-making in Youth Activity Centers in Cairo**

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### **The importance and significance of the Research**

The environment in which the organizations operate to is subject to rapid change and variability, as witnessed by the emergence of new concepts. It became perceived knowledge within the organization of the data and information for all the work procedures and steps as a critical tool in generating all the wealth and power. The involvement of all members of the organization in the development of cognitive and invest the good knowledge is so-called real progress. The Organizational memory is the main engine, the elements of a successful organization, which contributes to the Acquisition, perception, using the cognitive experience of the protein regulatory and organizational identity among the members of the Organization. (Fayez Abdul Rahman Al Farokhh 2010).

Which refers to the stocked data, information, and overall knowledge of the organization. And that each

member of the Organization can access it, in order to derive the best ways to accomplish the business to ensure the effective achievement of the organization's goals. (Cegarra, J., Sánchez, P.-2011).

Some have described as protection ways, distribution, and re-use of knowledge obtained by the organization, it represents inventory of learning, which can be used in decision-making and the various administrative processes. (Adil Hadi Al-Baghdadi, Fawzi Hashem Al Abadi - 2007).

So that it is clear and explicit expression of the organization's existence, this is stored of knowledge, information, and previous experiences related to the Organization's activities and achievements. (Saad Ghalib Yassin - 2007).

It should be mentioned that the organizational memory is the memory of individuals and groups currently within the

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organization, who have already their presence before. (Neill, S. -2010).

So many organizations have tried to build its own organizational memories to work on keeping the official reports, Design documents, panel discussions, minutes of meetings, And the memory of the Working Group which are the ideas, decisions, communications and email, in an effort to learn from past lessons and experiences. (Belkasem Jawadi -2015).

On the other hand, the decision-making process has evolved in the modern era, With the development of science and technology, it became the interest to administration scientists because of its importance and gravity in the activities of any organization, which is the core of the administrative processes. according to it, the organization is managed and achieve their goals, Because the decision is a link in the administrative process of planning, organizing, directing and follow-up, whereas it needs to implement activities of all areas in the decision-making and that the decision to be effective must be has its

special specifications in terms of the method and timing. (Walaa Ahmed Al Sayed - 2014).

Therefore, management decisions have become as active and expressive tool essentially for the success or failure, exerted by the organization's leadership, in various efforts directed towards the investment of available resources and take advantage of the time to achieve the goals set. (Nidal Saleh, Amal Mohammed - 2013).

According to this law, the Youth Activity Centers Specialize in the preparation of young people well, Congenital and sports, social and spiritual aspects and trained to bear the responsibility and provide them with various skills, organizing and investing their spare time by programs that develop their personality and exploit their potential, including concerned developing and implementing programs for festivals, holidays, and local conferences, and sports competitions (Law No. 77 of 1975).

Consequently, youth activity centers keen to re-

organizing activities, sports programs in the light of several principles, the most Important thing is the diversity in programs to suit the wishes of member Work on continuous development for steps of implementation of those programs, achieving competition between administrations centers, to ensure renovation, optimization by offer of service, and care for juniors and youth (Ghada Fikri Abdul Hakim -2015).

Therefore, the present study seeks to identify the role of organizational memory at youth centers, and represented in all the information and data, which describes all the work details and its procedures, far from all the consequences, projects, and programs, which has been Carried out by the youth activity center in the past and present, the effectiveness of the decisions to be taken to manage the work at the Centre, which is characterized by its degree of quality, timeliness, ease of implementation, and acceptance by those in charge of implementation of it.

**The importance of research and the need of it :-**

The current research is the first one of its kind on the local, Arab level, that's addresses the organizational memory, in the sports field according to the knowledge of the researcher, It is also the first study of its kind on the local, Arab level, which combines the organizational memory, and the effectiveness of decision-making in the field of sports, according to the knowledge of the researcher.

The importance of the current study from the theory, and application aspects as follows: -

**First:** the theoretical importance: -

The theoretical importance of the current study is as below:-

1- The present study provides to the Arabic library, a measure designed to determine the degree of organizational memory, at the youth activity centers in Cairo (From the viewpoint of athlete's specialists).

2- The present study provides to the Arabic library, a measure designed to determine the degree of effectiveness of the decision-making by the managers at the youth activity centers in Cairo

(From the viewpoint of athlete's specialists).

3- The current study opens up prospects for researchers to future studies, about the relationship between organizational memory for many administrative variables with and various sports organizations.

4- The current study opens up prospects for researchers to future studies, about the relationship between The effectiveness of decision-making with many of the administrative variables, and various sports organizations.

**Second:** the application importance: -

The application importance of the current study as below: -

1-The importance of the current study is from the importance of the modernize and various of organizational memory, which enhances the effectiveness of the work in youth activity centers and improving its performance, it supports various administrative processes in order to achieve its objectives, through its ability to look back and provide data and information, about various administrative and organizational processes, which were already conducted

at the Organization. For analysis, study its results, and use them in the preparation of acts, it is a repository, which preserves the history of the organization.

2 -The current study provides the information for administrators in youth centers in Cairo about The reality of organizational memory in their centers, as it offers detailed data about, the degree of each of its components, to identify the strengths and strengthened, also the weaknesses to be treatable. The importance of the current study is from the importance of the decision-making from the practicing side, From the premise that effective decisions, depends on the ability of the decision-maker to choose, from among the available alternatives for the subject of the decision problem, This can be achieved only if the choice is as a result of a scientific study and proper appreciation of reality, This is can be done when the decision-maker gets information as much as possible about the problem and the available alternatives from its different sources before decision making.so the effective decision is being taken in light

of the overall theory of the organization and its surroundings in the present and the past and the future .

4- The current study supports the administrators of the youth activity centers in Cairo Governorate with the information about the degree of effectiveness of the decisions, that they make in their positions. As it presents detailed data about the degree of effectiveness in the of each of its components, to identify the strengths and strengthened, also the weaknesses to be treatable .

5- The current study gives to officials in youth activity centers in Cairo Information about The role of organizational memory, in the degree of effectiveness of the decisions they make, Remarkably, it shows to officials about the importance of organizational memory, and the importance of working to build and maintain in their positions.

#### **Aim of the research**

Studying the role of the organizational memory, the effectiveness of decision-making for managers, in youth activity centers in Cairo by identifying- :

1 -The degree of organizational memory, in youth activity centers in Cairo.

2 -The effectiveness of the decision-making for managers, in youth activity centers in Cairo.

3- The relationship between organizational memory and the effectiveness of decision-making, for managers in youth activity centers in Cairo.

#### **Research questions**

1-What is the organizational memory degree in youth centers in Cairo?

2-How effective decision-making for managers in youth activity centers in Cairo?

3-What is the relationship between organizational memory and the effectiveness of decision-making for managers in youth activity centers in Cairo?

#### **Terms used in the research:**

\*Organizational memory: - Defined as "a set of experiences, ideas, knowledge and skills acquired over time that are transferred to the new workers, in the organizations through contacts, meetings, training sessions and public relations. ". (Omar Jaradat 2013).

\*Effective decisions :-

Defined as "the decisions that achieve the organization's goals, and it can achieve acceptable level of proportionality between its mean, and its goal within a certain circumstantial data ". (Leith Alqhiwi et al 2013).

Research procedures

### **The method**

The researcher used the descriptive method because it is suitable for the research topic.

### **Research community**

Comprised the community research the athletic specialists working in youth activity centers in Cairo, Totaling (354), according to a statement of employment in youth activity centers in Cairo for the fiscal year (2015). Attachment (2)

### **The research sample**

It was chosen randomly, from the research community, so that included a number of (170) athletic Specialists, they working in the number of (17) Youth activity Center, affiliated to the number (13) youth activity centers in Cairo Governorate management, after excluding a number () Athletic Specialists, for vacations conditions, and non-completion of Metrology data,

which have been applied, By a percentage of (48.022%) of the size of the community, divided as follows: -

### **First, basic research sample :**

It was chosen randomly, from the research community, so that included a number of (120) athletic Specialists, by A percentage of (33.89%) of the size of the community.

### **Second, the research sample reconnaissance: -**

It was chosen randomly, from the research community and outside the core sample, so that included a number (50) athletic Specialists, By a percentage of (14.12%) of the size of the community.

### **Data collection tools**

The researcher used the following tools to collect data of the research- :

First, the organizational memory scale, youth activity centers in Cairo (From the point of view athletic specialists). (Designed by the researcher).

Second, a measure the effectiveness of decision-making for managers in youth activity centers in Cairo. (From the point of view athletic specialists). (Designed by the researcher).

**Presentation and discussion  
of the results**

**First: presentation the  
Results: -**

**Table (1)**

**The arithmetic average values, and standard deviation, and coefficient of torsion, The responses of the sample on the scale of the dimensions of the organizational memory, in youth activity centers in Cairo. (From the point of view athletic specialists).  
(N = 120)**

| No.                 | Dimensions                                                                            |        |       |       |
|---------------------|---------------------------------------------------------------------------------------|--------|-------|-------|
| 1                   | First dimension: technical organizational memory at youth activity centers in Cairo   | 43.60  | 4.85  | 104.- |
| 2                   | second dimension: management organizational memory at youth activity centers in Cairo | 52.72  | 4.58  | 056.  |
| 3                   | Third dimension: cultural organizational memory at youth activity centers in Cairo    | 96.05  | 6.33  | 176.- |
| 4                   | Fourth dimension: marketing organizational memory at youth activity centers in Cairo  | 33.46  | 2.92  | 029.- |
| <b>Total degree</b> |                                                                                       | 225.85 | 11.28 | 350.- |

**Table (1) Shows that :-**

The torsion coefficient is confined on the responses of the sample, the questionnaire between dimensions (+3,-3) indicating a moderation of data.

The arithmetic average values are confined on, and standard deviation, and coefficient of torsion, The responses of the sample on the scale of the dimensions of the organizational memory, in

youth activity centers in Cairo. (From the point of view athletic specialists). Between (96.05) third dimension, and (33.46) for the fourth dimension.

The arithmetic average value for The responses of the sample on the scale of the organizational memory in the Youth activity centers in Cairo (From the point of view athletic specialists) is as a total

value (225.85), which indicates that youth activity centers in Cairo, are characterized by relatively high levels of the degree of organizational memory.

the dimensions of the organizational memory scale, in youth activity centers in Cairo (From the point of view

athletic specialists) are in descending order, according to the value of the arithmetic mean as follows (cultural organizational memory - management organizational memory - technical organizational memory - marketing organizational memory).

**Table (2)**

**The arithmetic average values, and standard deviation, and coefficient of torsion, the responses of the sample on the scale of the dimensions of decision-making effectiveness that belonging to the administrators in Youth activity centers in Cairo (From the point of view athletic specialists). (N = 120)**

| No.                 | Dimensions                                                                                                         |        |      |       |
|---------------------|--------------------------------------------------------------------------------------------------------------------|--------|------|-------|
| 1                   | First dimension: quality of decisions to the administrators at youth activity centers in Cairo                     | 36.56  | 4.61 | 304.- |
| 2                   | second dimension: Ease of implementation of the decisions to the administrators at youth activity centers in Cairo | 40.99  | 3.21 | 429.  |
| 3                   | Third dimension: the time to make decisions to the administrators at youth activity centers in Cairo               | 32.95  | 3.80 | 182.  |
| 4                   | Fourth dimension: acceptance of decisions to the administrators at youth activity centers in Cairo                 | 33.60  | 2.90 | 099.- |
| <b>Total degree</b> |                                                                                                                    | 144.11 | 7.32 | 250.- |

**Table (2) Shows that- :**

The torsion coefficient Is the sample on the scale confined on, the responses of dimensions, between (+3,- 3)



indicating a moderation of data.

The arithmetic average values are confined on, and standard deviation, and coefficient of torsion, the responses of the sample on the scale of the dimensions of decision-making effectiveness that belonging to the administrators in Youth activity centers in Cairo (From the point of view athletic specialists). Between (40.99) and the second dimension, and (32.95) third dimension.

The arithmetic mean value is the responses of the sample for the effectiveness of the decision-making standards, for managers in youth activity centers in Cairo, (From the

point of view athletic specialists), as whole is (144.11). Which indicates that managers in youth activity centers in Cairo, have a relatively high degrees of effective decision-making, the dimensions of effective decision-making scale, for managers in youth activity centers in Cairo (From the point of view athletic specialists) are in descending order according to the average value of the arithmetic mean as follows, (Ease of implementation of the decisions - the quality of decisions - acceptance of decisions - the time to make decisions).

**Table (3)**  
**The correlation values of the responses of the sample, between the organizational memory scale, youth activity centers and its dimensions, The effectiveness of decision-making measure for managers in youth activity centers in Cairo, and its dimensions (N = 120)**

| effectiveness of decision-making                   | List        | First dimension: quality of decisions | second dimension: Ease of implementation of the decisions | Third dimension: the time to make decisions | Fourth dimension: acceptance of decisions | Total degree |
|----------------------------------------------------|-------------|---------------------------------------|-----------------------------------------------------------|---------------------------------------------|-------------------------------------------|--------------|
| Organizational memory                              | ( R )       | 592.*                                 | 011.-                                                     | 111.                                        | 074.-                                     | 397.*        |
| First dimension: technical organizational memory   | significant | 000.                                  | 905.                                                      | 227.                                        | 421.                                      | 000.         |
| second dimension: management organizational memory | ( R )       | 225.-*                                | 510.*                                                     | 055.                                        | 244.*                                     | 207.*        |
|                                                    | significant | 013.                                  | 000.                                                      | 554.                                        | 007.                                      | 023.         |
| Third dimension: cultural organizational memory    | ( R )       | 056.-                                 | 084.                                                      | 486.*                                       | 135.                                      | 307.*        |
|                                                    | significant | 541.                                  | 363.                                                      | 000.                                        | 140.                                      | 001.         |
| Fourth dimension: marketing organizational memory  | ( R )       | 017.-                                 | 144.                                                      | 007.                                        | 501.*                                     | 255.*        |
|                                                    | significant | 852.                                  | 116.                                                      | 936.                                        | 000.                                      | 005.         |
| Total degree                                       | ( R )       | 565.*                                 | 329.*                                                     | 592.*                                       | 485.*                                     | 493.*        |
|                                                    | significant | 000.                                  | 000.                                                      | 000.                                        | 000.                                      | 000.         |

Significance (<.05)

Table (3) shows the following :

- There is a correlation extrusive statistically significant between the overall degree OF the organizational memory measure, and the

overall degree of the effectiveness of decision-making measure for managers.

- There is a correlation extrusive statistically significant between the

technical organizational memory dimension, and the quality of decisions dimension, as well as the overall degree of the effectiveness of decision-making measure.

- There is a correlation extrusive statistically significant between, the dimension of the administrative organizational memory, and both the dimensions of ease of implementation of decisions, and acceptance of decisions also the overall degree of the effectiveness of decision-making measure, while there is a reverse correlation with statistically significant between, the dimension of the administrative organizational memory, and the dimension of the quality of decisions.

- There is an extrusive correlation statistically significant, between dimension of the cultural organizational memory, and the dimension of the time of decision making, As well as the overall degree of the effectiveness of decision-making measure.

- There is an extrusive correlation with statistically significant between, the dimension of marketing organizational memory, and

the dimension of acceptance decisions. As well as the overall degree for the effectiveness of decision-making measure.

- There is an extrusive correlation with statistically significant between, the overall degree to measure the organizational memory, and every dimension of effective decision-making for managers.

**Second: discussion and interpretation the results: -**

**The first question: -**

"What is the degree of organizational memory of youth activity centers in Cairo?"

The results of the study, in identifying the degree of organizational memory, youth activity centers in Cairo, as shown in the table (17), Whereas average of the arithmetic mean value, for the responses of the sample with the organizational memory scale, in youth activity centers in Cairo, (From the point of view athletic specialists), as whole (225.85). Which indicates that the youth activity centers in Cairo governorate are characterized by relatively high degrees, from the degree of organizational memory, as it can be arranged organizational

memory scale dimensions, in youth activity centers in Cairo, (From the point of view athletic specialists) In descending order according to the average value of the arithmetic mean as follows (organizational cultural memory - management organizational memory - technical and organizational memory - marketing organizational memory).

The present study results vary with the results Ozdemir, S study Who's reached a low level of organizational memory at Ministry of National Economy in Turkey, where it cannot pick up, design, deploy, reuse of knowledge, and the experience gained through the project life cycle. (Ozdemir, S.-2010).

The present results indicate that agree with the results of study (Li, V.-H., Ooi, KB. -2015), That organizational memory, contributed to the increased innovative abilities of managers, in various aspects of the administrative process. (Lee, V.-H., Ooi, K.-B.-2015). The present results indicate that agree with the results of study of (Mahmoud Amin) And that was the most

important results of it that, the organizational memory affect the performance of small and medium-sized companies, and that managers who have the ability to invest the organizational memory, they high achievers in their work. (Mahmoud Amin - 2016).

- The results of the current study differs with the results of the study of both (Ashraf AL sayed Abdel Bary, Emad Abdul Khaleq), And that was the most important results, the existence of shortcomings in the organizational memory information systems variable which is The weakness in the extraction and preservation of knowledge process, As well as the presence of shortcomings, in supporting culture variable for organizational memory and It is that the prevailing climate does not encourage the circulation of knowledge among employees. (Ashraf AL sayed Abdel Bary, Emad Abdul Khaleq - 2013).

The researcher believes that, characterize the youth activity centers in Cairo, relatively high degrees from the degree of organizational memory due to:

The youth activity centers in Cairo governorate rely on

memory-based of professional and technical knowledge, which is concerned with specialized nature of the work in the Center, and the type of technical work and its techniques that achieve their goals, Workers tools, and their ways of technique in implementing their functions. Also used various methods of blogging, conservation, and documentation and archiving all documents described for the procedures for technical work enables to use all the data and technical information between the workers the Center.

The youth activity centers in Cairo, is keen to record, save frameworks, their strategies, policies, programs, and rules. Which controls the operations of the organization management, arrange it, control procedures, guidance for employees, evaluations, follow-up of the administrative functioning, Methods of knowledge management, human resources management, and how to material and financial resources management. Through the use of various ways to codify, conservation, documentation, archiving of all documents, specific evidence confirmed

for the administrative functioning, and its procedures in the center, Be able to easily refer to them and using them to guide work and drafting tasks and translate the goals and update it.

Also the researcher believes, that the dimensions of marketing for memory, in the latter ranking among the dimensions of the organizational memory, as it is shown results of the current study, due to several reasons as follows: -

- The lack of accurate records on the achievements and orientations of all the competitors for the center.
- There are no detailed reports showing the desires of members, and their expectations of the center's services.
- Not to put many good performances, and the competition to attract investment in the Center.
- Not to write detailed reports on the evaluation of return on marketing activities of the center.
- Rigorous studies are not available, it aims to achieve exclusivity in the media center campaigns, to various services and actors.

- -Lack of detailed reports of differentiation between care offers for various events organized by the center.
- It does not conduct studies aimed at continuous research, for the best sponsors of the activities of the center.
- There are no deliberate and documented plans to promote the potential for (physical - and human) the Center.

**Second question: -**

How effective decision-making for managers in youth activity centers in Cairo? "

The results of the study, in the field to identify the effectiveness of decision-making for managers, in youth activity centers in Cairo As shown in the table (18), Whereas the average of arithmetic mean value for the responses of the sample on the effectiveness of the decision-making scale for managers in youth activity centers in Cairo. (From the point of view athletic specialists), as whole (144.11), which shows that managers in youth activity centers in Cairo Governorate Have relatively high degrees of effective decision-making. As it can be arranged dimensions of effective decision-making

for managers scale in youth activity centers in Cairo (From the point of view athletic specialists), In descending order according to the arithmetic average as follows (ease of implementation of the decisions - the quality of decisions - acceptance decisions - the time to make decisions).

The current study results are consistent with the results of Hafiz Abdul Karim study, and that was the most important results that, effective decisions level was high with the workers of Jordan Insurance Company (Hafiz Abdul Karim -2012).

The current study results are consistent with the results of Mohammed Abdullah Al Enzi study, and that was the most important results that, effective decisions level was high (Mohammed Abdullah Al Enzi - 2010).

The current findings are consistent with the results of Khalid Momani study, and Mohammed al khadda, and that was the most important results that, effective decisions level was high with managers kindergarten, the province of northern Jordan. (Khaled Al-

Momani, and Mohammed al kaddaa -2008).

The researcher believes that, distinguishes managers in youth activity centers in Cairo, relatively high degrees of effective decision-making, a return that managers make the decisions, which achieve the objectives of the center. Also they rely on the study and analysis of the extent appropriate, accurate and comprehensive information on the subject of problem resolution, and the alternatives available to face it, where managers take into account workers, and youth centers in many of the criteria for making decisions as follows:

- Managers believed in their decisions to differentiate into account the objectives of the organization, and the experiences of those in charge of its implementation and abilities, And the availability of information, according to which an appropriate decision of the Organization of the policies, plans, their economies, and material and human potential.
- Managers depend on the decisions which are easy, and simple execution procedures, so that they are far from the

complexity and routine to get through clear, and accurate information that specialized in technologies, implementation steps, policies, and regulations governing execution proceedings.

- Managers depend in their decisions on, speed to get data, necessary, and sufficient information, and accurate to study the situation, analyze the alternatives, and choose the best ones. Because the timing of the declaration of decision a high degree of importance, therefore, to ensure the successful implementation. So they have a high degree of sensitivity to determine the degree of importance of the decision, And the impact of the time element in the release.
- Managers depend in their decisions on, the idea that the acceptance of the decision by the workers and people involved in its implementation, contribute significantly to increase the degree of its effectiveness, so they rely on the information, the data, which describes the properties based on its implementation, their abilities, and attitudes. Besides data and information on all the available alternatives to choose from.

Also the researcher believes to get the dimensions of time to make decisions on the final ranking, among the dimensions of the effectiveness of the decision-making for managers in the Youth activity centers in Cairo is due to several reasons, as the results of the current study, explained as follows: -

- Has not started in the study of the desired problem which decision to be taken for it, when it happen directly.
- Not to study the problem which the subject of the decision, and make a thorough study in a short period of time.
- There are many problems, which are not made decisions on it, almost as soon as it occur.
- Not collect the maximum amount of data and information, in order to analyze and track the problem the subject of the decision.

**The third question: -**

"What is the relationship between organizational memory, and the effectiveness of decision-making for managers in youth activity centers in Cairo?"

The results of the study in the field to identify the role of organizational memory, the effectiveness of decision-

making for managers in youth activity centers in Cairo, As shown in the table (19), There is a correlation extrusive statistically significant, between the overall degree of the scale of organizational memory, and the overall degree to measure the effectiveness of decision-making for managers. Which means that the organizational memory plays an important and positive role, in the effectiveness of management decisions for managers in youth activity centers in Cairo.

Also the results of the study indicated to identify The role of organizational memory in the effectiveness of decision-making for managers, in youth activity centers in Cairo There is a extrusive correlation with statistically significant, between dimension of the technical and organizational memory, and dimension of the decisions quality. As well as the overall degree to measure the effectiveness of decision-making. And there is a extrusive correlation with statistically significant, between the dimension of the administrative, organizational memory and both of the



dimension of ease of decisions implementation, and the dimension of acceptance of the decisions as well as the overall degree to measure the effectiveness of decision-making. While there is a reverse correlation with statistically significant, between the dimension of the administrative and organizational memory and the dimension of the quality of decisions, As well as a extrusive correlation with statistically significant, between the dimension of cultural and organizational memory, and the dimension of time for decisions, and As well as the overall degree of effectiveness of decision-making.

The current findings are consistent with the results of the study of both of (Boon-Long, S. & Wongsurawat, W.) Which is the one of the most important results that, efficiency, and availability of information of the most important factors, which increase the effectiveness of the buying decision of the consumer, (Boon-Long, S. & Wongsurawat, W.- 2015).

The current findings are consistent with the results of

the study of (Chen, L., Yang, B., Jing, R.) one of the most important results that, for the approach to parental leadership, has significant impact on the effectiveness of decision-making, where the good and moral leadership, has positive impact on the effectiveness of the decision, (Chen, L., Yang, B., Jing, R-2015).

The current findings are consistent with the results of the study of both of (Hurt, K.J. & Abebe, M.A.) that the most important results that, effective decisions that are made, and affected by the recognized quality of the decisions. (Hurt, K.J. & Abebe, M.A. – 2015).

Also the researcher believes that there is a extrusive correlation with statistically significant, between the overall degree of the organizational memory scale, and the overall degree to measure the effectiveness of decision-making for managers. As well as a extrusive correlation with statistically significant, between the overall degree of the organizational memory scale, and every dimension of effective decision-making for managers, Due to the organizational

memory that contribute to the improvement of all current and future activities conducted by the center. And managers who can improve their performance in various fields through the development of organizational memory, using quantitative and qualitative growth of knowledge repositories, until the regulatory activities to be directed in the center. so the organizational memory is a proposal for a collective memory in every sense of shared experiences, it based on the collection of knowledge which represents the previous lessons in the form of official reports or documents and decisions, In an effort to learn from past lessons and make it useful for decision makers at all stages in the present time and the future.

The researcher Also believes that there is an extrusive correlation with statistically significant, between the technical dimension of organizational memory and the dimension of the quality of decisions, well as the overall degree to measure the effectiveness of decision-making due to the technical memory represents the Method of the centers in the

administration in terms of knowledge or how resource management or organizational structure, It is based on its history, and then must maintain these assets in the organizational memory, It represents the ability to represent causal thinking, through the conceptual structure, leading to institutional, which leads to creativity, that leads to the quality and uniqueness in business, which contributes significantly to make decisions, it is characterized by high quality.

- Because there is an extrusive correlation with statistically significant, between the technical dimension of organizational memory, and the dimension of the decisions quality, Well as the overall degree to measure the effectiveness of decision-making to a number of reasons, as clarified by the results of the study are as follows: -

- The technical and organizational memory contributed to the view all the data and the information needed to determine the problem is the subject of the decision accurately.

- The technical and organizational memory, helped managers make decisions commensurate with their skills and expertise of employees.

- The technical and organizational memory, helped managers in choosing the best available alternatives to solve the problem the subject of the decision in the light of choosing what is the best of The advantages and disadvantages of each alternative.

- The technical and organizational memory, helps managers in making decisions consistent with the policies and procedures for the work in the center, and achieve business continuity plans.

- The technical and organizational memory, contributed in making the decisions managers proportionate, potentials human and material available in the center.

Also contributed to distinguish it flexible, which allows modified to meet the different working conditions, with plans to follow up the implementation of decisions taken.

The researcher also believes there is a statistically

significant, between the dimensions of the administrative and organizational memory, and both the dimensions of ease of decisions implementation, After accepting the decisions Well as the overall degree to measure the effectiveness of decision-making due to:-

Administrative memory stored in the memory of the organization, enjoying the ease in getting it, it's available to all members of the center, and it is easy to employ it in tasks to solve problems, and perform various administrative processes associated with the activities of the center. Resulting in increased ability of managers to make decisions are easy to implement.

### **Conclusions**

1- The arithmetic mean value is the responses of the sample for the effectiveness of the decision-making standards, for managers in youth activity centers in Cairo, (From the point of view athletic specialists), as a whole is (225.85), Which indicates that the youth activity centers in Cairo, are characterized by relatively high levels of the degree of organizational memory.

2- The dimensions of the organizational memory scale, youth activity centers in Cairo (From the point of view athletic specialists), in descending order according to the average value of the arithmetic mean as follows: (cultural organizational memory - the management organizational memory - technical organizational memory - marketing organizational memory).

3- The arithmetic mean value is the responses of the sample for the effectiveness of the decision-making standards, for managers in youth activity centers in Cairo, (From the point of view athletic specialists), as a whole is (144.11), Which indicates that Managers in youth activity centers in Cairo, enjoying relatively high degrees of effective decision-making.

4- The dimensions of effective decision-making scale for managers in youth activity centers in Cairo (From the point of view athletic specialists), In descending order according to the average value of the arithmetic mean as follows: (Ease of implementation of the decisions - the quality of decisions - acceptance

decisions - the time to make decisions).

5- There is an extrusive correlation with statistically significant, between the overall degree of the organizational memory scale, and the overall degree to measure the effectiveness of decision-making for managers.

6- There is an extrusive correlation with statistically significant, between the overall degree of the organizational memory scale, and every dimension of effective decision-making for managers.

### **Recommendations**

1- Drawing the attention of officials to the need to focus on advanced infrastructure, build organizational memory to the youth activity centers as competitive necessities to meet future environment requirements in which need to be further excellence and achieve continuous success.

2- The need to provide tools and means to secure memory buffers, which enhances, unifies and protects existing knowledge (cultural organizational memory - the management organizational memory - technical and organizational memory - marketing organizational memory) in youth activity centers.

3- Interesting in activating cognitive processes which resulting from organizational memory, in the general framework of working staff in the center, so as to enhance the capabilities and potentials of the youth activity centers.

4- The managers must Paying attention to youth centers in Cairo, the time to implement the decisions which have made, to ensure their effectiveness.

5- The possibility of benefit of a positive relationship between the dimensions of the organizational memory, and the dimensions of the effectiveness of decision-making in youth activity centers, through constructive structured, and purposeful to organizational memory to ensure the effectiveness of decisions, which are being taken in order to strengthen the vision, message of youth centers, and achieve their goals.

### References

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