"Knowledge Management as an Approach to Support Decision-Making in Clubs and Youth Centers in North Sinai Governorate"

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Abstract

This study aims to explore the role of knowledge management as a strategic approach to support decision-making within sports clubs and youth centers in North Sinai Governorate. In the face of rapid global developments, organizations, particularly in the field of sports administration, are required to leverage knowledge as a critical resource for innovation, growth, and competitive advantage. The research adopted the descriptive survey method and involved a randomly selected sample of 26 individuals, including executive managers, board members, and sports activity managers. A structured questionnaire was developed and validated to assess four main dimensions: the concept of knowledge management, its practical application, decision-making effectiveness, and the extent of knowledge management's contribution to enhancing decisions. The results revealed a high level of awareness among respondents about the importance and practical implementation of knowledge management. Participants acknowledged its role in facilitating strategic planning, improving administrative performance, and enhancing the efficiency of decision-making processes. The study also highlighted areas needing development, such as establishing knowledge-sharing environments and internal information networks. The findings support the notion that successful decision-making in sports institutions is closely tied to the effective use of knowledge resources. The study concludes with recommendations to establish dedicated knowledge management offices, enhance training programs, and build comprehensive databases to support future decision-making processes.

Introduction:

The future of today's business organizations largely depends on their ability to perceive and optimally invest in their resources and assets to enhance their productivity and competitiveness. This includes embracing an informational approach, which has emerged as one of the most modern managerial concepts, recognizing the importance of information as a critical element in achieving organizational goals. Information is now considered one of the most essential and rare resources for any individual in any part of the world, serving as a strategic tool for success.

In the modern world, the true source of wealth is not just capital, but also information and knowledge. These elements are key to achieving strategic success. The concept of knowledge management is closely related to the economic principle of the "knowledge seed" present in society. As economists suggest, the potential and personal capabilities of individuals must be well-utilized to achieve institutional goals and to face challenges and crises. (12:7)

Organizations and their administrative leadership must efficiently and effectively invest in human potential and cognitive and informational capacities in the process of strategic decision-making. Doing so helps minimize organizational failures and harnesses resources and energy toward achieving prosperity and progress. (11:10)

Decision-making processes are deeply embedded and continuously present in all institutional activities and across all elements of the management process—planning, organizing, directing, and controlling. These processes are not limited to any specific individual or management level. Every administrator is expected to engage in decision-making to fulfill their responsibilities, seeking acceptable alternatives based on the information available to them. (4:3)

Knowledge management, through its various activities, significantly influences all stages of decision-making—problem identification, evaluation of alternatives, selection of the best option, and implementation of the chosen alternative. It equips decision-makers with the tools needed to make optimal decisions. Moreover, the benefits of knowledge management extend to improving the quality of decisions and their implementation, as well as enhancing employees' understanding of their own roles and those of others. This fosters more informed, experienced, and higher-quality initiatives in the workplace. (18:9)

In light of global developments and the importance of keeping pace with them, modern organizations aim to distinguish themselves from their peers through innovation, which is a key driver for organizational survival, growth, and competitive advantage. Therefore, organizations strive to reach advanced positions through innovation, utilizing all available means—chief among them being knowledge, which is considered a strategic option. (14:4)

The success of organizations depends on how efficiently their management can make effective decisions. Information is the cornerstone upon which decisions are based, and the quality of those decisions increases in proportion to the accuracy, comprehensiveness, and timeliness of the available information. (9:7)

However, sports clubs and youth centers in North Sinai still suffer from difficulties in linking scientific and practical aspects between information storage for human resources and the decision-making process. Decision-making is one of the most complex managerial tasks, as the competence of a good administrator or leader is truly tested in difficult situations, particularly during crises. Issuing rational and scientific decisions requires reliance on facts and data, and the adoption of a knowledge-based approach in the decision-making process.

This research seeks to explore the extent to which knowledge and information management influence decision-making support in clubs and youth centers in North Sinai Governorate. The goal is to improve and enhance the performance efficiency of employees in these sports clubs, and to enable club managers to link the storage of human resource information with its use and its role in the decision-making process within sports clubs in North Sinai.

Objectives:

The study aims to identify the following:

- The concept of knowledge management in clubs and youth centers in North Sinai Governorate.

- The extent to which knowledge management is applied in these clubs and youth centers.

- The effectiveness of decision-making among employees in clubs and youth centers in North Sinai.

- The contribution of knowledge management to the effectiveness of decision-making in clubs and youth centers in North Sinai Governorate.

Research Questions:

- What is the concept of knowledge management in clubs and youth centers in North Sinai Governorate?

- To what extent is knowledge management implemented in these clubs and youth centers?

- How effective is the decision-making process among employees in clubs and youth centers in North Sinai?

- To what extent does knowledge management contribute to effective decision-making in clubs and youth centers in North Sinai Governorate?

Methodology:

The descriptive method (survey studies) was used due to its suitability for the nature of this study and its objectives.

Research Population:

The research population consists of club and youth center managers, board members, and sports activity directors in North Sinai.

Research Sample:

The research sample was randomly selected from the study population, totaling **126 individuals**. Of these, a **main sample of 36** participants was used for the primary study. Additionally, **10 participants** were selected from the same population to conduct pilot studies and validate the questionnaire forms used in the research.

Table (1): Description of the Research Population and Sample

Category	Total Population	Main Sample	Pilot Sample
Executive Managers of Clubs & Youth Centers	18	10	5
Board Members of Some Clubs & Youth Centers	90	13	5
Sports Activity Managers	18	13	-
Total	126	36	10
Percentage	100%	28.57%	7.93%

Data Collection Tool:

A **questionnaire form** was used as the main data collection tool, due to its appropriateness for the nature of the research.

-Steps in Preparing the Questionnaire:

First: Identifying the initial questionnaire domains:

Through a review of the theoretical framework of the study, along with scientific references and previous studies in the field of physical education in general, and this research topic in particular, the researcher identified several key domains for the questionnaire:

- The concept of knowledge management

- The application of knowledge management

- Decision-making (concept, application, and effectiveness level)

- The extent to which knowledge management contributes to decision-making effectiveness

Second: Presenting the questionnaire domains to experts:

The proposed five core domains of the questionnaire, designed to assess knowledge management and its support for decision-making in clubs and youth centers, were presented to a panel of **10 experts** for review. The aim was to evaluate the appropriateness and relevance of the domains to the research objectives.

The researcher ensured that all selected experts met the following criteria:

- They work in the field of sports management and are directly related to the research topic.

- They have no less than **10 years of experience** in the field of management.

Table (2): Percentage of Expert Opinions on the Appropriateness of the Proposed Questionnaire Domains for Knowledge Management to Support Decision-Making in Clubs and Youth Centers in North Sinai

No.	Domains N = 10	Yes (f)	Yes (%)	No (f)	No (%)
1	Knowledge Management Concept	8	80%	2	20%
2	Application of Knowledge Management	8	80%	2	20%
3	Decision-Making	10	100%	-	-
4a	- Concept of Decision-Making	8	80%	2	20%
4b	- Application of Decision-Making	7	70%	3	30%
4c	- Level of Decision-Making Effectiveness	6	60%	4	40%
5	Contribution of Knowledge Management to Decision-Making Effectiveness	9	90%	1	10%

Interpretation:

As shown in Table (2), expert agreement percentages ranged from 60% to 100%. The researcher accepted 70% or higher as the threshold for expert consensus. Therefore, domain 4c was merged into domain 3 as a subdomain, resulting in **four final domains** for the questionnaire.

Table (3): Experts' Opinions on the Main Items of the Questionnaire According to Its Design Steps

No.	Final Domains Agreed by Experts	Initial Number of Items	Modified Items (Numbers)	Removed Items (<70%)	Added Items (Numbers)	Final Number of Items
1	Knowledge Management Concept	20	1 (Item 16)	-	-	20
2	Application of Knowledge Management	14	-	-	2 (Items 13, 16)	16
3	Decision-Making (Concept, Application, Effectiveness)	34	-	3 (Items 9, 12, 16)	-	31
4	Contribution of Knowledge Management to Decision-Making	16	2 (Items 3, 9)	-	-	16
	Total	84 items				83 items

Based on the experts' feedback and related literature in both Arabic and foreign references, the researcher developed appropriate items for each domain. These were then reviewed in initial form through **personal interviews** to verify clarity, relevance, and proper domain alignment. Final adjustments were made according to the feedback.

Pilot Study:

The researcher conducted the pilot study from February 4 to February 14, 2023, on a sample of 10 individuals from the research population (but not from the main sample). The aim was to assess the validity and reliability of the questionnaire.

Validity:

The researcher used internal consistency on the pilot sample (N = 10) and applied the questionnaire on February 16, 2023, to determine the correlation between each item and its total domain score, as well as between domain scores and the total questionnaire score.

Table (4): Correlation Coefficients Between Each Item and Its Related Domain in the Knowledge Management Questionnaire

Item	Knowledge Mgmt Concept	KM Application	Decision-Making (Concept	Decision-Making (Application)	Decision Effectiveness	KM Contribution to Decision-Making
1	0.896**	0.729*	0.807**	0.928**	0.658*	0.688*
2	0.978**	0.670*	0.953**	0.934**	0.752*	0.709*
3	0.893**	0.754*	0.930**	0.880**	0.658*	0.804**
4	0.954**	0.843**	0.953**	0.934**	0.848**	0.847**
5	0.696*	0.678*	0.930**	0.859**	0.848**	0.882**
6	0.896**	0.754*		0.837**	0.930**	0.853**
7	0.896**	0.820**		0.934**	0.930**	0.873**
8	0.850**	0.902**		0.787**	0.658*	0.877**
9	0.793**	0.820**		0.859**	0.930**	0.804**
10	0.978**	0.828**		0.861**	0.896**	0.873**
11	0.896**	0.866**			0.793**	0.877**
12	0.893**	0.927**			0.793**	0.853**
13	0.954**	0.805**			0.896**	0.702*
14	0.689*	0.939**			0.896**	0.873**
15	0.850**	0.820**			0.930**	0.804**
16	0.954**	0.927**			0.848**	0.858**
17	0.896**					
18	0.893**					
19	0.798					
20	0.707*					

The correlation coefficients between each item and its corresponding domain ranged from **0.658 to 0.978**, which are all higher than the critical (tabular) value, indicating that the questionnaire is **valid**.

Table (6): Correlation Coefficients Between Each Domain and the Total Score of the Knowledge Management Questionnaire to Support Decision-Making in Clubs and Youth Centers in North Sinai

No.	Domain	No. of Items	Correlation with Total
1	Knowledge Management Concept	20	0.855**
2	Application of Knowledge Management	16	0.993**
3	Decision-Making	31	0.993**

| 4 | Contribution of Knowledge Management to Decision-Making | 16 | 0.957** |

Note: Tabulated value of **r** at significance level (0.05) = 0.378

As shown in Table (6), the correlation coefficients between each domain and the total questionnaire score range from 0.855 to 0.993, which are all higher than the critical value, indicating strong internal consistency.

Reliability:

The researcher used the **test-retest method** to determine the questionnaire's reliability. The form was administered to a sample of 10 individuals from the research population (but outside the main sample). The questionnaire was re-applied to the same group 15 days later, under the same conditions.

- **First test date:** 31/12/2022

- **Second test date:** 12/1/2023

Correlation coefficients between the two applications were calculated, and **Cronbach's Alpha** was used to measure internal consistency.

Table (7): Means, Standard Deviations, Correlation Coefficients, and Cronbach's Alpha Values for the Knowledge Management Questionnaire to Support Decision-Making in Clubs and Youth Centers in North Sinai

No.	Variable	1st Test Mean (M)	SD	2nd Test Mean (M)	SD	Correlation Coefficient	Cronbach's Alpha
1	Knowledge Management Concept	56.40	6.43	54.80	6.61	0.971**	0.864
2	Application of Knowledge Management	39.20	6.28	37.90	6.78	0.987**	0.826
3	Decision-Making	76.30	12.32	74.20	12.06	0.995**	0.819
4	Contribution of Knowledge Management to Decision-Making	38.20	6.42	36.10	5.66	0.982**	0.800

As shown in Table (7), the **correlation coefficients** between the two applications ranged from 0.971 to 0.995, indicating excellent stability.

The Cronbach's Alpha values ranged from 0.800 to 0.864, confirming the high reliability of the questionnaire.

Questionnaire Description:

- The questionnaire consists of **4 main domains**.

- It contains a total of **83 statements**.

- A **three-point Likert scale** was used for responses:

  - **Yes** = 3 points

  - **To some extent** = 2 points

  - **No** = 1 point

Main Study:

The final version of the questionnaire was administered to the **main research sample**, consisting of **26 participants**, during the period from January 14, 2024, to January 27, 2024.

Discussion of the Results

1. Results and Discussion of the First Research Question:

What is the concept of knowledge management in clubs and youth centers in North Sinai Governorate?

Table (8): Mean, Standard Deviation, and Skewness of the Statements Under the Domain: "Concept of Knowledge Management"

No.	Statement	Mean	SD	Skewness
1	Knowledge management is an administrative process involving the acquisition, storage, and retrieval of knowledge as information.	2.92	0.392	-1.099
2	Knowledge management helps in generating actionable ideas.	2.96	0.196	-1.099
3	Knowledge management increases productivity and reduces risk in managing sports activities.	3.00	0.000	0.000
4	KM enables the use of different types of knowledge—explicit and tacit.	2.73	0.452	-1.105
5	KM enhances the ability to compete through adopting innovative ideas.	2.96	0.196	-1.099
6	KM contributes to effective decision-making by sports activity managers.	2.92	0.271	-1.373
7	New knowledge can be acquired by linking existing knowledge.	2.84	0.367	-2.038
8	Knowledge and its applications are used in decision-making processes.	2.84	0.464	-2.217
9	KM supports self-renewal and coping with ongoing changes.	2.92	0.392	-1.099

10	KM improves the services provided by sports activity management.	2.76	0.429	-1.358
11	Knowledge transfer depends on employees' ability to absorb it.	2.53	0.581	-0.820
12	KM allows clubs to focus on more creative departments and stimulates innovation.	2.88	0.431	-1.965
13	KM enables identification, documentation, development, and sharing of required knowledge.	2.76	0.429	-1.358
14	KM contributes to organizing administrative data and information.	2.88	0.325	-2.558
15	KM assists in retrieving administrative data when needed.	2.88	0.325	-2.558
16	KM helps continuously update and develop administrative information.	2.61	0.571	-1.189
17	A suitable environment exists for knowledge and experience exchange among staff.	2.30	0.735	-0.571
18	KM enhances clubs' ability to maintain organized, experience-based performance.	2.80	0.401	-1.659
19	KM is a concept synonymous with information management.	2.84	0.367	-2.038
20	KM is the result of accumulated experience and information.	2.88	0.367	-2.558

Mean values ranged from **2.30 to 3.00**, with standard deviations between **0.000 and 0.735**, and skewness values within ±3, indicating **normal distribution of data**.

Table (9): Weighted Scores and Relative Importance of Responses to the Statements in the Domain "Concept of Knowledge Management"

Statement No.	Yes	%	To Some Extent	%	No	%	Weighted Score	Relative Importance	Rank
(1)	25	96.15%	0	0%	1	3.84%	76	97.43%	3
(2)	25	96.15%	1	3.84%	0	0%	77	98.71%	2
(3)	26	100%	0	0%	0	0%	78	100%	1
(4)	19	73.07%	7	26.92%	0	0%	71	91.02%	8
(5)	25	96.15%	1	3.84%	0	0%	77	98.71%	2
(6)	24	92.30%	2	7.69%	0	0%	76	97.43%	3
(7)	22	84.61%	4	15.38%	0	0%	74	94.87%	5
(8)	23	88.46%	2	7.69%	1	3.84%	74	94.87%	5
(9)	25	96.15%	1	3.84%	0	0%	77	98.71%	2
...	...	...	...	...	...	...	...	...	...

The relative importance of the statements in this domain ranged from **76.92% to 100%**. The **highest-ranked statement** was No. (3):

"Knowledge management increases productivity and reduces risk in managing sports activities," which scored a **100% relative importance**.

Closely following were statements No. (2), (5), and (9) with **98.71%**, emphasizing that KM:

- Helps generate actionable ideas,

- Enhances competitive innovation,

- Supports continuous renewal and adaptability.

Also highly ranked were:

- Statements (1) and (6) at **97.43%**, reflecting recognition of KM's role in storing and retrieving knowledge and supporting administrative decision-making.

Further strong agreement was seen with:

- Statements (12), (14), (15), and (20) at **96.15%**, highlighting KM's role in creativity, data organization, retrieval, and being rooted in accumulated experience.

The lowest-scoring statement was No. (17):

"A suitable environment exists for knowledge and experience exchange among staff," with a relative importance of **76.92%**, indicating a perceived gap in the current environment.

Conclusion:

The responses suggest that the research sample, comprising club managers, board members, and sports activity directors, has a solid understanding of the concept of knowledge management. Most agree that KM:

- Is a process of acquiring, storing, and utilizing knowledge,

- Helps generate innovative, executable ideas,

- Is built upon accumulated experience and information.

This is consistent with **Yasser Abdullah's (2007)** study, which affirms that:

"Knowledge can be generated and lost, resides within individuals, can be possessed, stored, and categorized."

First Research Question:

The statements with the **lowest relative importance** regarding the concept of knowledge management were as follows:

- Statement (17): *"A suitable environment exists for knowledge and experience exchange among staff in clubs and youth centers"* – 76.92%, ranked 11th.

- Statement (11): *"The success of knowledge transfer depends on employees' ability to absorb it"* – 84.61%, ranked 10th.

- Statement (16): *"Knowledge management helps continuously update and develop administrative information"* – 87.17%, ranked 9th.

Other areas with lower relative importance include:

- The presence of a favorable environment for knowledge exchange,

- The absorptive capacity of employees for effective knowledge transfer.

Researcher's Insight:

Despite some variations, the lowest importance value was still high (76.92%), reflecting the sample's general awareness and appreciation of knowledge management. However, the data also suggests a need to strengthen foundational knowledge structures within these institutions.

This aligns with Shaker Jadallah's (2009) study, which emphasized that:

"Knowledge is a core asset in modern organizations, representing an independent field of study and a source of competitive advantage when effectively transformed into technologies and new products."

Thus, the first research question— "What is the concept of knowledge management in clubs and youth centers in North Sinai?"—has been addressed.

Results and Discussion of the Second Research Question:

To what extent is knowledge management applied in clubs and youth centers in North Sinai Governorate?

Table (10): Mean, Standard Deviation, and Skewness for the Domain: "Application of Knowledge Management"

No.	Statement	Mean	Std. Deviation	Skewness
1	The club/youth center forms a team to apply knowledge in solving administrative problems	2.30	0.549	0.074
2	The success of administration depends on the application of knowledge management	2.69	0.617	-1.919
3	A strategic plan is established for applying knowledge management	2.61	0.571	-1.189
4	Advanced IT contributes to developing knowledge management	2.76	0.514	-2.260
5	KM provides needed information for clubs/youth centers	2.46	0.581	-0.500
6	KM targets broad goals to enable growth and adaptability	2.80	0.491	-2.676
7	Existing and desired knowledge is identified in the club/youth center	2.76	0.514	-2.260

8	Modern methods are used to store and categorize knowledge	2.53	0.646	-1.114
9	Organizing and classifying knowledge is important for KM application	2.80	0.491	-2.676
10	Staff understanding of how to classify knowledge is important	2.46	0.646	-0.807
11	Staff's ability to analyze and utilize knowledge aids KM	2.57	0.577	-0.997
12	A database is provided to access necessary knowledge	2.69	0.549	-1.645
13	KM helps shift from improvisation to planned management	2.88	0.325	-2.558
14	KM helps reduce costs and increase productivity	2.65	0.628	-1.683
15	Emphasis is placed on correct procedures for applying administrative knowledge	2.80	0.401	-1.659
16	KM improves the administrative environment in clubs/youth centers in North Sinai	2.92	0.271	-2.658

- Mean values ranged from **2.30 to 2.92**,

- Standard deviation from **0.271 to 0.646**,

- Skewness values remained within ±3, indicating **normality of distribution**.

Table (11): Weighted Scores and Relative Importance of Responses to Statements on "Application of Knowledge Management"

No.	Statement	Yes	%	To Some Extent	%	No	%	Weighted Score	Relative Importance	Rank
1	The club/youth center forms a team to apply KM to solve problems	9	34.61%	16	61.53%	1	3.84%	60	76.92%	11
2	Success of administration depends on KM	20	76.92%	4	15.38%	2	7.69%	70	89.74%	5
3	Strategic plan is established for KM	17	65.38%	8	30.76%	1	3.84%	68	87.17%	7
4	Advanced IT	21	80.76%	4	15.38%	1	3.84%	72	92.30%	4

	contributes to KM development								
5	KM provides needed information for services	13	50.00%	12	46.15%	1	3.84%	64	82.05%	10
6	KM targets broad goals to enable growth and adaptability	22	84.61%	3	11.53%	1	3.84%	73	93.58%	3
7	Identifying existing and desired knowledge	21	80.76%	4	15.38%	1	3.84%	72	92.30%	4
8	Modern methods are used to store and categorize knowledge	16	61.53%	8	30.76%	2	7.69%	66	84.61%	9
9	Knowledge organization and classification are important for KM	22	84.61%	3	11.53%	1	3.84%	73	93.58%	3
10	Importance of staff understanding knowledge classification	14	53.84%	10	38.46%	2	7.69%	64	82.05%	10
11	Staff's ability to analyze and use knowledge	16	61.53%	9	34.61%	1	3.84%	67	85.89%	8
12	A database is provided to access necessary knowledge	19	73.07%	6	23.07%	1	3.84%	70	89.74%	5

13	KM shifts from improvisation to planned management	23	88.46%	3	11.53%	0	0%	75	96.15%	2
14	KM reduces costs and increases productivity	19	73.07%	5	19.23%	2	7.69%	69	88.46%	6
15	Emphasis on sound procedures for implementing KM	21	80.76%	5	19.23%	0	0%	73	93.58%	3
16	KM improves the administrative environment in North Sinai clubs and centers	24	92.30%	2	7.69%	0	0%	76	97.43%	1

- Relative importance ranged from 76.92% to 97.43%.

- The highest-ranked statement was:

  o Statement (16): *"The application of knowledge management leads to improved administrative environments in clubs and youth centers in North Sinai"* – 97.43%.

- Statement (13) ranked second at 96.15%:

  o *"Applying KM helps shift from improvisational to planned management."*

- Statements (6), (9), (15) were third with 93.58%, highlighting:

  o Goal-oriented KM implementation,

  o Importance of organizing knowledge,

  o Ensuring proper procedures for KM application.

Researcher's Analysis:

These findings indicate that knowledge management is being actively applied in several key areas. Its impact on improving administrative environments is recognized by participants. There is

also evidence of a shift from traditional, reactive management styles to more proactive, strategic planning due to KM implementation.

This correlates with Mohamed Al-Marglani's (2018) research, which emphasized:

"Organizations need a clear leadership strategy and formalized procedures to disseminate a culture of knowledge management and meet modern challenges."

Statements with the Lowest Relative Importance:

- Statement (1): *"The club/youth center forms a KM team to find solutions and implement them"* – 76.92%, ranked 11th.

- Statements (5, 10): Scored 82.05%, highlighting:

  - Lack of emphasis on providing KM-driven information for service delivery,

  - Limited awareness among staff on how to classify and organize knowledge.

- Statement (8): *"Modern methods are used to store and categorize knowledge"* – 84.61%, ranked 9th.

- Statement (7): *"Identifying existing and desired knowledge in clubs and youth centers"* – 87.17%, ranked 7th.

These lower scores point to implementation gaps, especially in:

- Forming specialized KM teams,

- Educating staff on classification and organization methods,

- Systematically identifying knowledge needs.

This is supported by **Youssef Ahmed's (2004)** study, which stated:

"Although knowledge management applications face many challenges, their future importance is widely recognized by researchers and practitioners."

Conclusion:

Thus, the **second research question— "To what extent is knowledge management applied in clubs and youth centers in North Sinai?"**—has been answered. The results reveal:

- **Strong implementation in strategic areas**,

- But it also **highlight opportunities for further development**, especially in operational processes and staff training.

Third: Research Question:

To what extent does knowledge management contribute to effective decision-making in clubs and youth centers in North Sinai Governorate?

Table (13): Means, Standard Deviations, and Skewness for the Domain: "Contribution of Knowledge Management to Effective Decision-Making"

No.	Statement	Mean	Std. Deviation	Skewness
1	Ensuring accurate and timely information and clarity when drafting and issuing decisions	2.96	0.196	-2.904
2	Ensuring proper procedures and tools for implementing administrative knowledge in clubs and youth centers	2.92	0.271	-2.901
3	An internal information network exists to help individuals access databases	2.38	0.803	-0.844
4	A technical database is available with comprehensive knowledge documentation	2.73	0.452	-1.105
5	Helps evaluate administrative decision outcomes and achieved objectives	2.76	0.514	-2.260
6	Provides processed knowledge information suitable for decision-makers	2.84	0.367	-2.038
7	Aids in quickly and clearly identifying diverse problems and issues	2.80	0.491	-2.676
8	Builds a unified internal knowledge base to provide necessary information for decisions	2.88	0.325	-2.558
9	Contributes to offering the best alternative for decision-makers based on the decision's purpose	2.84	0.367	-2.083
10	Integrates knowledge to help leaders reach the right decisions and achieve intended goals	2.88	0.325	-2.558
11	Enhances the competency and professional awareness of administrative leaders and staff	2.80	0.401	-1.659
12	Assists leaders in setting strategic goals for future phases	2.80	0.491	-2.676
13	Participates in identifying and evaluating preferred alternatives through idea integration and intuitive thinking	2.69	0.549	-1.645
14	Contributes to better implementation and monitoring of decisions	2.76	0.429	-1.358
15	Leads to the development of administrative systems and enhances decision-making effectiveness and accountability	2.80	0.401	-1.659
16	Helps select leaders aligned with the requirements and processes of knowledge management	2.80	0.401	-1.659

The mean values for the statements ranged from 2.38 to 2.96, indicating overall positive evaluations.

The standard deviation ranged between 0.196 and 0.803, while all skewness values were within ±3, which confirms that the data is normally distributed.

- Mean values ranged between 2.38 and 2.96

- Standard deviations ranged from 0.196 to 0.803

- Skewness values were all within ±3, indicating normal distribution

Researcher's Insights:

Respondents—managers, board members, and sports activity leaders—show a high level of awareness of how knowledge management contributes to decision-making. For example:

- The availability of accurate and timely data,

- A unified knowledge base, and

- The integration of leadership expertise in decision-making were all recognized as crucial.

This is consistent with Mohsen Abdulshaheed and Akram Jalal's (2011) model, which described:

"A complete knowledge flow cycle from acquisition to storage, distribution, innovation, and application in solving organizational problems—at the heart of administrative processes."

Conclusions:

Based on the findings, the researchers concluded the following:

1. Employees at clubs and youth centers in North Sinai have a clear understanding of knowledge management concepts.

2. Some clubs/youth centers maintain functional databases that assist in decision-making.

3. There is participation in decision-making within some sports institutions.

4. Existing information systems in some centers are adequate for sound decisions.

5. Training programs are conducted for staff in some clubs.

6. Leadership selection in some centers is based on seniority and experience.

Recommendations:

In light of the findings, the researchers recommend the following:

1. Establish Knowledge Management Offices in all clubs, youth centers, and sports institutions, equipped with informational infrastructure to support decisions.

2. Encourage subordinates to participate in decision-making through improved communication and mutual understanding.

3. Organize training sessions to enhance the efficiency of managers and staff.

4. Develop and maintain modern databases for information that supports decision-making and updates regularly.

5. Promote awareness among top management regarding the benefits of staff participation in organizational change.

6. Foster collaboration between KM and top management to review and improve administrative procedures and overcome challenges.

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