

Review Article¹

Administrative Digitalization and Its Role in Reducing Administrative Corruption and Enhancing Administrative Excellence in Sports Institutions: A Field Study at the Directorate of Youth and Sports of Chlef Province

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Abstract

The study aims to identify the extent to which the digitalization of administrative procedures and processes, the development of digital competencies and skills, and the electronic management of data and information contribute to reducing administrative corruption and enhancing administrative excellence in sports institutions. To achieve the objectives of the study, a questionnaire was administered to 60 managers and administrative staff members at the Directorate of Youth and Sports of Chlef Province, representing different professional categories. The study adopted a descriptive methodology, and the statistical data were processed using the Statistical Package for the Social Sciences (SPSS). The study concluded that the digitalization of administrative procedures and processes, the development of digital competencies and skills, and the electronic management of data and information contribute to reducing administrative corruption and enhancing administrative excellence in sports institutions.

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Keywords: Administrative Digitalization; Administrative Corruption; Administrative Excellence; Sports Institution.

1. Introduction

Over recent decades, particularly since the beginning of the third millennium, rapid developments in knowledge, technology, and information have transformed administrative practices worldwide. The widespread use of the Internet and modern communication technologies has gradually shifted organizations from traditional, paper-based administration toward digital approaches based on technology, information, and communication. This transformation has given rise to the concept of digital transformation, which involves using modern digital technologies to improve organizational performance, develop services, and create value for beneficiaries (Westerman & McAfee, 2014, p. 26).

Administrative digitalization has therefore become a strategic approach for improving work methods, facilitating information exchange, accelerating procedures, optimizing resources, and enhancing administrative efficiency and effectiveness. Digital systems also facilitate the storage, retrieval, and circulation of information while strengthening monitoring, control, and transparency.

Beyond improving administrative procedures, digitalization can contribute to reducing certain forms of administrative corruption by limiting direct human intervention, standardizing procedures, enabling the tracking and documentation of transactions, and controlling access to data and information. Accurate and reliable digital information also supports objective decision-making and strengthens oversight. In this regard, Al-Rahmani Mohamed (2025) emphasized the importance of electronic data and information management as a key dimension of digital transformation. At the same time, administrative digitalization contributes to administrative excellence by improving process quality, accelerating transactions, supporting decision-making, optimizing resource utilization, and enhancing service quality. This is particularly relevant to sports institutions, which manage diverse administrative, organizational, and service-related activities and require effective management of human, material, and informational resources.

Accordingly, digitalization represents an important means of improving administrative practices, reducing improper practices, enhancing efficiency, transparency, and accountability, and achieving administrative excellence within sports institutions. This issue is particularly significant in the Youth and Sports sector, where administrative activities require accuracy, efficiency, and timely decision-making. Based on this perspective, the present field study was conducted at the Directorate of Youth and Sports of Chlef Province to examine the role of administrative digitalization in reducing administrative corruption and promoting administrative excellence.

In light of this theoretical debate, the main features of the research problem become apparent through the following central question:

Does administrative digitalization play a role in reducing administrative corruption and enhancing administrative excellence in sports institutions?

Within this research problem, the following sub-questions arise:

1. 1. Does the digitalization of administrative procedures and processes contribute to reducing administrative corruption and enhancing administrative excellence in sports institutions?
2. 2. Do digital competencies and skills contribute to reducing administrative corruption and enhancing administrative excellence in sports institutions?

3. 3. Does the electronic management of data and information contribute to reducing administrative corruption and enhancing administrative excellence in sports institutions?

2. Hypotheses

2.1. General Hypothesis

Administrative digitalization plays a role in reducing administrative corruption and enhancing administrative excellence in sports institutions.

2.2. Sub-Hypotheses

4. 1. The digitalization of administrative procedures and processes contributes to reducing administrative corruption and enhancing administrative excellence in sports institutions.
5. 2. Digital competencies and skills contribute to reducing administrative corruption and enhancing administrative excellence in sports institutions.
6. 3. The electronic management of data and information contributes to reducing administrative corruption and enhancing administrative excellence in sports institutions.

3. Definition of Terms

3.1. Administrative Digitalization

Administrative digitalization is the use of information and communication technologies in administrative processes to improve productivity, efficiency, performance, and information exchange within and outside the organization (Faraj Ahmed, 2009, pp. 42–44).

For the purposes of this study, administrative digitalization is operationally defined as the process of converting information resources and documents, regardless of their formats, from paper-based forms into electronic and digital formats.

3.2. Administrative Corruption

Administrative corruption refers to administrative and organizational violations committed by employees while performing their official duties, often in violation of laws, regulations, and ethical values. It can occur at different levels of public administration and directly affect citizens in their dealings with public institutions (Al-Tajan & Ibrahim 2004, 39).

In this study, administrative corruption is operationally defined as a set of illegal or unethical practices committed by employees within a sports institution, including abuse of authority, favoritism, bribery, and manipulation of information. Such practices undermine integrity and transparency and negatively affect administrative performance.

3.3. Administrative Excellence

Administrative excellence is a concept based on successful management in two dimensions: first, excellence in management, and second, excellence in the administrator. Thus, an excellent management and an outstanding administrator are those capable of keeping pace with developments and anticipating future challenges (Al-Tayeb Ahmed, 2004, p. 86).

For the purposes of this study, administrative excellence is operationally defined as the ability of a sports institution to achieve effective and outstanding administrative performance through sound resource management, the rapid and accurate completion of tasks, the quality of services, and the adoption of modern administrative methods that contribute to achieving the institution's objectives.

3.4. Sports Institution

A sports institution is an organization established by society to serve the sports sector in its various aspects. It has an organizational structure appropriate to its size and objectives, enabling it to achieve its goals and serve the community (Ibrahim Mohamed Al-Maqoud, 2004, p. 92).

In this study, a sports institution is operationally defined as an administrative body responsible for managing, organizing, and supervising sports and youth activities and facilities, while utilizing human, material, and digital resources to achieve its objectives.

4. Research Objectives

- To identify the role of digitalizing administrative procedures and processes in reducing administrative corruption and enhancing administrative excellence in sports institutions.
- To identify the role of digital competencies and skills in reducing administrative corruption and enhancing administrative excellence in sports institutions.
- To identify the role of electronic management of data and information in reducing administrative corruption and enhancing administrative excellence in sports institutions.

5. Significance of the Research

The significance of this study lies in examining the role of digitalization in improving administrative management within sports institutions by enhancing efficiency, transparency, and oversight, thereby reducing administrative corruption. It also explores its contribution to administrative excellence through improved performance, faster procedures, better access to information, and effective decision-making. Practically, the study examines the level of digitalization at the Directorate of Youth and Sports of Chlef Province and its impact on administrative performance and service quality.

6. Previous Studies

- Mokhtari Lahcen and Rekab Mohamed (2023): The study examined the role of administrative digitalization in reducing administrative corruption. It concluded that modern technologies improve the speed and accuracy of administrative procedures, enhance service quality, reduce costs, and facilitate the detection of administrative violations, while strengthening transparency and trust.
- Ben Zita Abdel Fattah and Nasri Taqi Eddine (2023–2024): This Master's thesis investigated digitalization as a mechanism for combating administrative corruption. It found that electronic services, digital oversight, digital justice, and electronic human resource management contribute to enhancing transparency, efficiency, and accountability in public administration.
- Zaghlache El Yaqout Dounia, Ben Teyrache Rabhiya, and Ben Salah Tayeb (2026): The study explored the role of artificial intelligence in promoting governance within sports institutions. Its findings indicated that AI-based tools can improve decision-making, reduce administrative corruption, rationalize the use of resources, and enhance transparency and accountability. It also emphasized the importance of training and developing specialized competencies.
- Rahmani Mohamed (2025): The study investigated the relationship between digital transformation and outstanding human resource performance in sports institutions. The findings revealed a statistically significant positive relationship between digital transformation and outstanding performance, highlighting the importance of investing in human resources and strengthening digital infrastructure.

- Boubaker Abdelkader and Gdid Fawzia (2021): The study examined the impact of electronic administration on employees' job performance. It concluded that electronic administration positively improves performance by accelerating task completion, facilitating procedures, reducing time and effort, and enhancing the quality of services.

7. Research Method

The descriptive method was adopted as it is appropriate for describing and analyzing administrative and social phenomena and identifying relationships among their different elements. It was used to examine the role of administrative digitalization in reducing administrative corruption and promoting administrative excellence in sports institutions.

8. Study Population and Sample

The study population consisted of 60 employees at the Directorate of Youth and Sports of Chlef Province, including one director, four heads of departments, twelve heads of offices, three inspectors, twenty sports pedagogical staff members, and twenty youth pedagogical staff members. Given the relatively small size of the study population and the possibility of accessing all its members, the census method (total population sampling) was adopted. Accordingly, all 60 employees were included in the study, and 60 questionnaires were distributed to examine the role of administrative digitalization in reducing administrative corruption and promoting administrative excellence within sports institutions.

9. Data Collection Instrument

The questionnaire was adopted as the main instrument for data collection, in accordance with the nature and objectives of the study. It was designed based on the study variables and consists of three main dimensions. The first dimension concerns the digitalization of administrative procedures and processes; the second addresses digital competencies and skills; while the third focuses on electronic management of data and information. These dimensions aim to determine the extent to which they contribute to reducing administrative corruption and promoting administrative excellence in sports institutions.

9.1. Psychometric Properties of the Instrument

A. Face Validity: To ensure the validity and objectivity of the questionnaire, its preliminary version was reviewed by a panel of professors and experts in Physical Education and Sports. Their comments and recommendations were considered, and the necessary modifications were made to the questionnaire items.

B. Reliability: The reliability of the questionnaire was assessed using Cronbach's Alpha coefficient to measure its internal consistency and stability. The overall coefficient was 0.89, indicating a high level of reliability and homogeneity among the questionnaire items. Therefore, the instrument was considered reliable and suitable for field application and data collection.

10. Control of Study Variables

The study variables were classified into two main categories:

Independent Variable: Administrative Digitalization, comprising three dimensions:

7. 1. Digitalization of administrative procedures and processes.
8. 2. Digital competencies and skills.
9. 3. Electronic management of data and information.

Dependent Variables: Administrative Corruption and Administrative Excellence.

11. Statistical Tools Used

The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS). The following statistical methods were applied:

- Frequencies and percentages to describe the responses.
- Chi-square (χ^2) goodness-of-fit test to assess the statistical significance of the study results and examine the relationship between the study variables.

12. Presentation, Analysis, and Discussion of the Results

12.1. Presentation, Analysis, and Discussion of the First Hypothesis

Table 1: Results of the Questions of the First Dimension of the Questionnaire

Question	Response	Observed Frequencies	Percentage (%)	Calculated χ^2	Tabulated χ^2	Statistical Significance
Electronic systems reduce favoritism and personal interference, enhancing administrative excellence in sports organizations.	Yes	30	50%	10.00	5.99	Statistically Significant
	No	10	16.67%			
	Sometimes	20	33.33%			
Digitization improves process tracking, limits file manipulation, and strengthens administrative accountability.	Yes	40	66.67%	30.00	5.99	Statistically Significant
	No	10	16.67%			
	Sometimes	10	16.67%			
Electronic procedures and information enhance transparency and reduce administrative	Yes	25	41.67%	2.50	5.99	Not Statistically Significant
	No	15	25.00%			
	Sometimes	20	33.33%			

corruption.						
Digitalization contributes to strengthening oversight of administrative processes, thereby limiting misconduct and administrative corruption while improving performance efficiency.	Yes	45	75.00%	47.50	5.99	Statistically Significant
	No	5	8.33%			
	Sometimes	10	16.67%			
Reducing direct interactions between employees through digitalization helps reduce opportunities for bribery and favoritism.	Yes	50	83.33%	66.67	5.99	Statistically Significant
	No	0	0.00%			
	Sometimes	10	16.67%			
Relying on reliable electronic procedures contributes to enhancing integrity and accountability and achieving administrative excellence within the sports organization.	Yes	40	66.67%	30.00	5.99	Statistically Significant
	No	10	16.67%			
	Sometimes	10	16.67%			

Discussion of the Results of the First Dimension:

The results presented in Table (1) show that the calculated Chi-square (χ^2) values exceeded the tabulated values at the 0.05 significance level and 2 degrees of freedom for most items, indicating

statistically significant differences in respondents' answers and confirming the important role of digitalization in improving administrative practices within the sports institution.

For Item (1), electronic systems reduce direct human intervention by standardizing administrative procedures, which helps limit favoritism and personal influence while promoting fairness and transparency. For Item (2), digitalization improves the traceability of transactions by recording their different stages and the parties involved. This strengthens accountability and reduces opportunities for file manipulation and irregular interventions. For Item (3), electronic access to procedures and information can enhance transparency and reduce corruption; however, its effectiveness depends on the accuracy and accessibility of information and the existence of effective monitoring and governance mechanisms. For Item (4), digital systems facilitate the monitoring and control of administrative operations through systematic recording, reporting, and follow-up, helping detect errors and irregularities and improving administrative efficiency. For Item (5), reducing direct interaction between employees and beneficiaries limits opportunities for bribery, favoritism, and undue influence, thereby strengthening integrity and impartiality. Finally, Item (6) indicates that digitalization contributes to standardized procedures, clearer responsibilities, better monitoring, and more efficient use of resources, ultimately supporting administrative excellence within the sports institution.

Based on the findings, the first hypothesis was supported. The results are consistent with Mokhtari Lahcen and Rekab Mohamed (2023), who found that digitalization helps reduce administrative corruption by improving procedures, transparency, and oversight. These findings confirm that digitalization can promote transparency, accountability, integrity, and good governance, particularly when supported by effective organizational and regulatory mechanisms.

12.2. Presentation, Analysis, and Discussion of the Second Hypothesis

Table 2: Results of the Questions of the Second Dimension of the Questionnaire

Question	Response	Observed Frequencies	Percentage (%)	Calculated χ^2	Tabulated χ^2	Statistical Significance
Employees' ability to use digital systems efficiently contributes to reducing opportunities for manipulation and abuse of authority within the sports organization.	Yes	40	66.67%	30.00	5.99	Statistically Significant
	No	10	16.67%			
	Sometimes	10	16.67%			
Training and	Yes	38	63.33%	25.40	5.99	Statistically

education in digital technologies contribute to reducing illegal administrative practices.	No	8	13.33%			Significant
	Sometimes	14	23.33%			
Awareness of the risks of corruption associated with the use of digital systems contributes to reducing administrative violations.	Yes	24	40.00%	4.80	5.99	Not Statistically Significant
	No	12	20.00%			
	Sometimes	24	40.00%			
Employees' digital skills help detect cases of manipulation and administrative corruption.	Yes	45	75.00%	47.50	5.99	Statistically Significant
	No	5	8.33%			
	Sometimes	10	16.67%			
Commitment to responsibility and integrity in the use of digital systems helps reduce administrative corruption.	Yes	40	66.67%	36.40	5.99	Statistically Significant
	No	2	3.33%			
	Sometimes	18	30.00%			
Employees' digital competencies contribute to strengthening oversight and accountability and reducing administrative	Yes	37	61.67%	30.00	5.99	Statistically Significant
	No	0	0.00%			
	Sometimes	23	38.33%			

e misconduct.						
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Discussion of the Results of the Second Dimension:

The results presented in Table (2) show that the calculated Chi-square (χ^2) values exceeded the tabulated values at the 0.05 significance level and 2 degrees of freedom for most statements, indicating statistically significant differences in respondents' answers.

For Statement (1), employees' proficiency in using digital systems facilitates the proper implementation of electronic procedures and compliance with assigned responsibilities, while reducing errors, misuse of authority, and data manipulation. For Statement (2), continuous training and professional development improve employees' digital competence and their ability to use electronic systems correctly while complying with organizational procedures and controls. For Statement (3), awareness of corruption risks related to digital systems does not necessarily lead to behavioral change unless supported by effective control mechanisms, clear accountability procedures, and the enforcement of rules. For Statement (4), digital skills enable employees to analyze data, monitor administrative operations, and detect irregularities more effectively, thereby strengthening transparency, accountability, and internal control. For Statement (5), responsibility and integrity in using digital systems help ensure the proper conduct of electronic transactions, limit misuse, and strengthen ethical and transparent administrative practices. For Statement (6), employees' digital competencies improve their ability to monitor processes, detect irregularities, document transactions, and clarify responsibilities, thereby strengthening administrative accountability.

Overall, the findings indicate that employees' digital competencies and skills contribute to more effective use of electronic systems, reduce errors and irregularities, and strengthen control, transparency, and administrative efficiency. Therefore, the results support the second hypothesis and confirm the contribution of digital competencies to achieving administrative excellence within the sports organization. This finding is consistent with the study conducted by Zaghlache El Yaqout Dounia, Ben Teirche Rabah, and Ben Salah Tayeb (2026), which emphasized the importance of training and specialized competencies in supporting digital transformation and improving administrative performance.

12.3. Presentation, Analysis, and Discussion of the Third Hypothesis

Table 3: Results of the Questions of the Third Dimension of the Questionnaire

Question	Response	Observed Frequencies	Percentage (%)	Calculated χ^2	Tabulated χ^2	Statistical Significance
The accuracy of digital information and data contributes to reducing the risks of manipulation of	Yes	40	66.67%	36.40	5.99	Statistically Significant
	No	2	3.33%			
	Sometimes	18	30.00%			

administrative files and documents.						
Automated data protection reduces the risk of manipulation and unlawful use within the sports organization.	Yes	43	71.67%	46.90	5.99	Statistically Significant
	No	0	0.00%			
	Sometimes	17	28.33%			
Digital access to information enhances transparency and reduces information concealment and administrative corruption.	Yes	34	56.67%	19.60	5.99	Not Statistically Significant
	No	6	10.00%			
	Sometimes	20	33.33%			
Controlling access to digital data and information contributes to ensuring their integrity and reducing irregularities and unlawful practices.	Yes	45	75.00%	47.50	5.99	Statistically Significant
	No	5	8.33%			
	Sometimes	10	16.67%			
Accurate and reliable digital information reduces unethical decisions and enhances administrative efficiency and	Yes	55	91.67%	92.50	5.99	Statistically Significant
	No	0	0.00%			
	Sometimes	5	8.33%			

effectiveness.						
Proper digital data management enhances integrity and transparency, reduces administrative corruption, and supports administrative excellence.	Yes	40	66.67%	40.00	5.99	Statistically Significant
	No	0	0.00%			
	Sometimes	20	33.33%			

Discussion of the Results of the Third Dimension:

The results presented in Table (3) show that the calculated Chi-square (χ^2) values exceeded the tabulated values at the 0.05 significance level and 2 degrees of freedom for most statements. This confirms the statistical significance of the results and highlights the role of electronic data and information management in reducing administrative corruption and enhancing administrative excellence within the sports organization.

For Statement (1), accurate and reliable digital information protects documents from unauthorized alteration and enables the tracking of modifications and the identification of responsible parties, thereby strengthening transparency and information integrity. For Statement (2), automated data protection controls access to information and limits unauthorized modification, deletion, or misuse, thus strengthening information security and administrative control. For Statement (3), accessibility of digital information enhances transparency and governance by facilitating access to information, reducing concealment, and supporting accountability and the fight against corruption. For Statement (4), controlling access to digital data limits information leakage, manipulation, and misuse by restricting access to authorized users, thereby strengthening information protection. For Statement (5), accurate and reliable digital information supports objective decision-making, reduces information manipulation, and improves planning, resource allocation, and administrative performance. For Statement (6), proper management of digital data enhances integrity and transparency, facilitates monitoring and accountability, and reduces opportunities to exploit information for personal interests, thereby supporting administrative excellence.

These findings are consistent with Al-Rahmani Mohammed (2025), who emphasized that electronic data and information management supports accurate decision-making, monitoring, transparency, and administrative performance while reducing manipulation and irregularities.

Accordingly, the findings support the general hypothesis, confirming that administrative digitalization contributes to reducing corruption through greater transparency, monitoring, and reduced personal intervention, while improving information accuracy, decision-making, and overall administrative excellence.

This finding is consistent with the study conducted by Boubekeur Abdelkader and Guedid Fawzia (2021), which confirmed that digitalization enhances transparency and governance and improves institutional efficiency by accelerating task completion, facilitating procedures, reducing the time

and effort required, and improving the quality of services. The study also demonstrated that electronic management has a positive impact on improving employees' job performance.

General Conclusion

- The digitization of administrative procedures and processes contributes to organizing work, standardizing procedures, reducing human intervention, and limiting administrative errors and irregularities.
- The availability of digital competencies and skills among employees is an essential factor in the successful implementation of digitization and in achieving its objectives of improving administrative performance.
- The electronic management of data and information contributes to providing information with greater accuracy and speed, enhancing transparency, and supporting sound administrative decision-making.
- Digitization contributes to strengthening monitoring and oversight through the ability to track and electronically document various administrative processes and procedures.
- Administrative digitization contributes to increasing the level of efficiency, effectiveness, and transparency within the sports organization, thereby supporting the achievement of administrative excellence.
- Achieving the full benefits of digitization requires appropriate digital infrastructure, the training and qualification of human resources, and the provision of effective information security and data protection mechanisms.

Conclusion

This study examined the role of administrative digitization in reducing administrative corruption and enhancing administrative excellence within the Directorate of Youth and Sports of Chlef Province. The findings show that digitization contributes to facilitating procedures, accelerating file processing, improving information management, reducing errors, and strengthening transparency and oversight. The study also confirms that digital tools improve employees' efficiency, support decision-making, enhance coordination, and contribute to better use of time and resources. However, achieving these benefits requires adequate technological infrastructure, employee training, secure information systems, and effective administrative support, while addressing challenges such as resistance to change and limited technical resources.

Therefore, administrative digitization represents an important mechanism for reducing administrative corruption and achieving administrative excellence. Its effectiveness depends on proper implementation and integration with transparency, oversight, and accountability. Continued digital development at the Directorate of Youth and Sports of Chlef Province can contribute to building a more efficient, transparent, and modern administration.

Recommendations

- Expand digitization across all departments and procedures.
- Provide and regularly modernize digital infrastructure and equipment.
- Protect administrative data and ensure information security.

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