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	<p>Title of research article</p> <p><b>Administrative Oversight as a Strategic Driver of Organizational Efficiency in Sports Institutions: Empirical Evidence from the Directorate of Youth and Sports of Biskra</b></p>
<p><b>Aoun Mohamed Imad Eddine</b></p>	<p>Laboratory of Modern Sciences in Physical and Sport Activities, Institute of Science and Technology of Physical and Sport Activities, University of Bouira Bouira, 10000, Algeria E-mail: m.aoun@univ-bouira.dz</p>
<p><b>Khiri Djamel</b></p>	<p>Laboratory of Modern Sciences in Physical and Sport Activities, Institute of Science and Technology of Physical and Sport Activities, University of Bouira Bouira, 10000, Algeria E-mail: dr.khiri@univ-bouira.dz</p>
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<p><b>Keywords</b></p>	<p>Administrative oversight, organizational efficiency, human resources management, governance, sports institutions, Algeria.</p>
<p><b>Abstract</b></p> <p>Administrative oversight constitutes a cornerstone of effective governance and performance enhancement in public institutions, particularly within the sports sector, where resource optimization, human capital management, and transparency are critical. This study investigates the role of administrative oversight in developing organizational efficiency in the Directorate of Youth and Sports of Biskra. Employing a descriptive-analytical approach, the research relied on a structured questionnaire distributed to a randomly selected sample of 35 employees working within the directorate.</p> <p>The results underscore the significant role of administrative oversight in improving organizational performance across several dimensions. Oversight mechanisms positively influenced decision-making accuracy, improved coordination between administrative units, and strengthened governance practices. Furthermore, the findings highlight the capacity of oversight to enhance organizational adaptability to internal and external challenges, thereby reinforcing institutional resilience. However, challenges persist in reducing resource misallocation and promoting transparency in reporting mechanisms.</p> <p>The study concludes that strengthening oversight practices through digital tools, systematic employee training, and flexible procedural mechanisms are imperative for advancing organizational efficiency. The results provide both theoretical insights into the relationship between oversight and efficiency, as well as practical recommendations for policymakers and institutional leaders seeking to reinforce accountability and optimize performance in sports institutions.</p>	
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## 1. Introduction:

Administrative control is a cornerstone of effective organizational management, operating synergistically with planning, organizing, and directing to form an integrated framework that ensures the efficient and effective attainment of organizational objectives. In recent decades, administrative control has undergone significant qualitative evolution, transitioning from its traditional role of performance monitoring and deviation detection to a strategic mechanism that enhances institutional performance, improves operational quality, and supports the implementation of modern governance principles.

The contemporary administrative landscape is characterized by rapid transformations driven by technological advancements, intensified competition, and evolving societal expectations. These dynamics necessitate the adoption of adaptive, flexible, and proactive control systems capable of addressing emerging challenges and mitigating potential risks. Such systems are critical for organizations to maintain resilience and achieve strategic goals in an increasingly complex environment.

Sports institutions are particularly significant due to their multifaceted contributions to public health, social development, and economic and athletic achievements at both local and global levels. Beyond their traditional recreational role, sports organizations have emerged as a global industry, bolstering national identity, enhancing quality of life, and attracting investment opportunities. However, these institutions face complex challenges, including financial constraints, limited managerial expertise, frequent legislative changes, and growing societal expectations for exceptional performance. These pressures underscore the need for a critical reevaluation of conventional management practices and the adoption of modern, evidence-based managerial models grounded in transparency, innovation, and operational efficiency (Charifi & Al-Aidani, 2017).

Organizational efficiency is a critical determinant of success for sports institutions, reflecting their ability to achieve objectives with minimal resource expenditure while maximizing quality. This is accomplished through the optimal allocation of human and material resources, the refinement of internal processes, and enhanced coordination among organizational units. Efficiency is pivotal in enabling institutions to adapt to environmental changes, meet societal expectations, and ensure sustainability in increasingly competitive contexts. Within this framework, administrative control serves as a vital mechanism for enhancing efficiency by monitoring performance, optimizing resource utilization, and addressing deviations. These functions collectively improve managerial quality, enhance decision-making, and foster innovation within the institution (Al-Munif, 1983, p. 350).

Administrative control in sports institutions is inherently multidimensional, encompassing financial performance monitoring, evaluation of human competencies, assessment of coordination among administrative structures, and assurance of compliance with legal and ethical standards. For example, effective administrative oversight can strengthen financial management in sports clubs by minimizing waste and enhancing fiscal sustainability. Similarly, it supports coaches and administrators in achieving athletic and organizational goals through constructive feedback and strategic decision-making guidance. However, the effectiveness of administrative oversight hinges on adopting a balanced approach that prioritizes improvement and development over punitive measures. This requires scientifically grounded and methodical strategies to ensure the attainment of desired outcomes (Boussak et al., 2021).

Sports institutions face mounting challenges, including inadequate infrastructure, shortages of qualified personnel, and fluctuations in funding and sponsorship policies. These issues necessitate the redesign of oversight systems to be more adaptive and responsive. Traditional control mechanisms, which primarily focus on error detection, are often inadequate in dynamic environments that require proactive problem-solving and innovative solutions. Consequently, this study investigates the relationship between administrative control and organizational efficiency in sports institutions, with a focus on how control systems enhance organizational performance, improve managerial quality, and promote institutional sustainability within a complex and competitive sports landscape.

The central research question is: To what extent can current oversight systems effectively address organizational needs and enhance efficiency in sports institutions? Many sports institutions rely on traditional regulatory models that emphasize punitive measures over constructive guidance, limiting their capacity to improve performance and achieve sustainability. Moreover, the lack of adaptive and flexible control systems exacerbates challenges such as poor coordination among administrative units, inefficient resource utilization, and delayed decision-making. Thus, the research problem is articulated as follows: **To what extent does administrative control contribute to organizational efficiency in sports institutions, particularly in addressing the challenges of a dynamic and competitive environment?**

Building upon the central research problem, this study addresses the following subsidiary research questions:

- What are the regulatory systems currently implemented in sports institutions, and how do these systems influence organizational performance?
- What factors facilitate or impede the effectiveness of administrative control in enhancing organizational efficiency?
- How can administrative oversight strengthen transparency and governance within sports institutions?

#### Study hypotheses:

**General Hypothesis:** Administrative control significantly enhances organizational efficiency in sports institutions by optimizing resource utilization and improving operational performance.

#### Subsidiary hypotheses:

- Effective administrative control strengthens organizational efficiency in sports institutions by improving coordination and minimizing operational deviations.
- The effectiveness of administrative control depends on its flexibility and adaptability to dynamic environmental conditions.
- Regulatory systems that prioritize guidance and continuous monitoring enhance the quality of decision-making in sports institutions.

#### Objectives of the study:

- To analyze the role of administrative control in enhancing organizational efficiency within sports institutions.
- To evaluate the effectiveness of regulatory systems implemented in sports institutions in achieving organizational objectives.
- To identify key factors influencing the effectiveness of administrative control in sports institutions.
- To examine the relationship between administrative oversight and the quality of internal coordination and decision-making processes.

#### The importance of the study:

This study holds significant theoretical and practical value. Theoretically, it addresses a critical knowledge gap concerning the relationship between administrative control and organizational efficiency in sports institutions, an area that has received limited scholarly attention compared to other sectors. It also provides a conceptual framework to guide future research in sports management and organizational studies.

Practically, the study offers evidence-based recommendations for decision-makers in sports institutions to enhance organizational performance, promote transparency, and ensure long-term sustainability. Furthermore, it contributes to the development of modern, adaptive control systems that align with principles of good governance, innovation, and competitiveness in the sports sector.

#### 2. Defining concepts and terms:

- **Administrative Control:** Administrative control is a core function of the administrative process, designed to monitor operations, evaluate actual performance against planned objectives, and apply control standards. This process identifies positive achievements to be reinforced and negative deviations requiring correction, thereby ensuring the attainment of organizational goals (Harim, 2010, p. 302).

**Procedurally:** Administrative control refers to the systematic process of monitoring and evaluating organizational performance in sports institutions, comparing it with predetermined objectives, and implementing corrective measures to achieve these objectives efficiently and effectively.

- **Organizational Efficiency:** Organizational efficiency denotes the extent to which an organization optimizes its human, material, financial, and informational resources. For institutions seeking growth and development, efficiency entails ensuring the continuous and effective allocation of these resources to sustain operations (Al-Munif, 1983, p. 286).

**Procedurally:** Organizational efficiency is the capacity of a sports institution to achieve its objectives with minimal resource expenditure and maximal quality through the optimal allocation of human and material resources, the enhancement of internal processes, and the improvement of coordination and decision-making.

- **Sports Institutions:** Sports institutions are organizational entities responsible for managing and promoting sports activities. They encompass human and material resources and administrative processes, including planning, organizing, evaluating, and controlling (Kashway, 2006, p. 12).

**Procedurally:** Sports institutions are operational frameworks, such as facilities, sports complexes, or organizations, that deliver sports activities and are managed by structured administrative systems comprising groups of individuals.

### 3. Previous Studies

#### Dheeb and Jahemi (2024)

*Title:* The Role of Administrative Control in Enhancing Organizational Performance  
This study explored administrative control as a critical mechanism for ensuring organizational continuity, success, and effective performance, emphasizing the pivotal role of human resources in achieving organizational objectives. Employing a theoretical analysis, the study examined the relationship between administrative control and organizational performance. Findings indicated that administrative control enhances performance and discipline by establishing clear standards, measuring actual performance, analyzing deviations, and implementing corrective actions. The integration of technology into control systems was found to improve efficiency by reducing costs, saving time, and enabling digital management. The study concluded that administrative control enhances human resource efficiency and service quality, with technology serving as a supportive tool to increase speed and effectiveness. Recommendations included educating employees about the importance of oversight, providing training for effective control, and adopting flexible supervisory approaches to avoid rigidity, which may lead to employee resistance or reduced motivation (Dheeb & Jahemi, 2024).

#### Boussak et al. (2021)

*Title:* The Role of Management Control Systems in Improving the Administrative Performance of Sports Institutions in Algeria: A Field Study of Sports Facilities in M'sila Governorate  
This study highlighted the significance of management control systems in sports facilities as mechanisms for enhancing administrative practices and achieving institutional objectives. Using a descriptive-analytical approach, the researchers conducted a comprehensive survey of 19 sports complexes in M'sila Governorate, collecting data via questionnaires. Results revealed that inadequate sports facilities negatively impact the effectiveness of monitoring systems and, consequently, employees' administrative performance. However, both traditional and modern monitoring tools significantly improved administrative performance despite operational challenges. The study emphasized the role of comprehensive information systems in enhancing data collection, processing, and storage, thereby improving performance. Periodic audits and updates to these systems were deemed essential for sustained effectiveness. Additionally, dashboards were identified as critical tools for communication and decision-making, directing administrative processes toward efficiency and effectiveness in Algerian sports institutions (Boussak et al., 2021).

#### Charifi and Al-Aidani (2017)

*Title:* The Impact of Administrative Control on the Job Performance of Youth Home Staff  
This study investigated the influence of administrative control on the job performance of youth home staff, focusing on control practices, performance evaluation, and their effects on performance outcomes. Employing a descriptive method, the researchers surveyed 30 educators from youth homes in Bouira, Laghouat, and Ain Sefra governorates, using questionnaires and interviews analyzed with percentages and the Chi-square ( $\chi^2$ ) test. Results confirmed that administrative control significantly enhances job performance, with the method of oversight directly influencing outcomes. The study recommended establishing specialized committees to design regulatory structures, clarify control regulations, and oversee their implementation. It also emphasized the need for motivational supervisory approaches and increased awareness among educators about the importance of administrative control for improving management effectiveness and quality (Charifi & Al-Aidani, 2017).

#### Zedam (2011)

*Title:* The Impact of Administrative Control on Employee Performance Efficiency in Sports Facilities  
This study examined the effect of administrative control on employee performance efficiency in sports facilities, utilizing a descriptive survey method. Conducted at the Martyr Hamlawi Sports Complex in Constantine, the research included all staff and workers. Findings revealed a positive relationship between systematically designed administrative control mechanisms and performance efficiency, particularly when controls were purposefully applied to achieve organizational objectives. However, excessive or indiscriminate control was found to negatively impact employee efficiency. The study underscored the importance of balanced control mechanisms to optimize performance in sports facilities (Zedam, 2011).

#### Commenting on previous studies:

The present study intersects with several prior studies in its focus, methodology, and research tools, reinforcing the credibility of its theoretical framework and methodological choices. It aligns closely with research examining the

role of administrative control in enhancing organizational performance, particularly through the integration of technology to improve control system effectiveness and flexibility. This aligns with the current study's emphasis on adaptive and efficient control systems in sports institutions (Dheeb & Jahemi, 2024).

Contextually, the study shares similarities with research investigating the impact of management control systems on sports facilities, which highlights the role of both traditional and modern control tools in enhancing administrative performance (Boussak et al., 2021). It also connects functionally with studies exploring administrative control's influence on job performance in youth homes, particularly regarding how control methods affect employee behavior and motivation—an aspect addressed in the present study's evaluation of control effectiveness in improving organizational efficiency (Charifi & Al-Aidani, 2017). Additionally, the study converges with research demonstrating that systematically designed administrative control, guided by clear objectives, positively impacts employee efficiency in sports facilities (Zedam, 2011).

Methodologically, the current study adopts a descriptive-analytical approach, consistent with the methodologies of the reviewed studies, which validates its suitability for investigating administrative phenomena related to organizational efficiency. The use of questionnaires for data collection further aligns with established research practices in this field, enhancing the study's methodological rigor.

However, the present study distinguishes itself through its specific focus on the relationship between administrative control and organizational efficiency within the Algerian context, via a field study conducted at the Directorate of Youth and Sports in Biskra Province. This localized, applied focus provides spatial specificity and originality, contributing uniquely to the literature on sports management.

#### 4. Field Procedures of the Study

##### 4.1 Survey Study

The preliminary survey aimed to assess the suitability of the research setting and validate the research instrument in relation to the study's objectives. This step sought to explore key aspects of the phenomenon under investigation. The survey involved semi-structured interviews with a purposive sample of five key stakeholders from the Directorate of Youth and Sports in Biskra Province, comprising four department heads and one sports inspector. Additionally, a questionnaire was distributed to this sample to collect their insights, suggestions, and perspectives on critical aspects of administrative control and organizational efficiency. The data collected were used to refine the research instrument, ensuring its alignment with the research questions and the accuracy of the information gathered.

##### 4.2 Temporal and Spatial Domain

*Spatial Domain:* The field study was conducted at the headquarters of the Directorate of Youth and Sports in Biskra Province, Algeria.

*Temporal Domain:* The study was carried out from March 2025 to May 2025. During this period, the theoretical framework was developed concurrently with the fieldwork.

##### 4.3 Methodology

A research method is defined as a systematic set of rules, procedures, and techniques designed to facilitate the discovery of truth with minimal effort (Marwan, 2000, p. 60).

This study adopted a descriptive-analytical approach to achieve its objectives and test its hypotheses. This approach is well-suited for examining phenomena by systematically collecting and analyzing data on their characteristics and dimensions, identifying influencing factors, and deriving generalizable conclusions (Othman, 1998, p. 29). It involves the rigorous collection, classification, analysis, and interpretation of data to describe and quantify the phenomenon under study (Bouhouche & Al-Dhunaybat, 2007, p. 139).

##### 4.4 Study Population and Sample

The study population included all employees of the Directorate of Youth and Sports in Biskra Province. A random sample of 35 employees was selected for participation, with questionnaires distributed to collect data. The study examined specific demographic and professional characteristics of the participants, including gender, age, and job level, to ensure a comprehensive analysis of the research variables.

**Distribution of the study sample by gender:**

**Table 1: Distribution of the Study Sample by Gender**

Gender	Frequency	Percentage
male	23	65%
female	12	35%
<b>Total</b>	35	100%



Source: Prepared by researchers based on SPSS V 25 outputs

- Distribution of the research sample by age:

Table 2: Shows the distribution of the study sample by age

Age	Frequency	Percentage
30–20 years	06	17%
31–40 years	14	40%
40years and above	15	43%
<b>Total</b>	<b>35</b>	<b>100%</b>

Source: Prepared by researchers based on SPSS V 25 outputs

- Distribution of the research sample by job level:

Table 3: Distribution of the study sample by job level

Job Level	Frequency	Percentage
employee	21	60%
Head of Department	10	29%
inspector	04	11%
<b>Total</b>	<b>35</b>	<b>100%</b>

Source: Prepared by researchers based on SPSS V 25 outputs

## 5- Scientific Properties of the Study Tool (Psychometric Characteristics)

### 5.1 Study Tool (Questionnaire):

The study utilized a questionnaire as the primary data collection instrument. A questionnaire is defined as a structured set of questions designed to gather information on a specific topic or phenomenon from respondents (Othman, 1998, p. 45). The questionnaire was developed and refined through a preliminary survey and expert review to ensure clarity, relevance, and alignment with the study's objectives. It comprises three main axes:

1. Effectiveness of Administrative Control in Enhancing Organizational Efficiency
2. Flexibility of Administrative Control and Its Adaptation to Organizational Variables
3. Role of Administrative Control in Enhancing Decision-Making and Governance

### - Validity and Reliability of the Study Tool

The initial version of the questionnaire was submitted to three expert referees specializing in the principles and science of physical and sports activities. The purpose of this review was to ensure the clarity, relevance, and suitability of each item in relation to its corresponding axis. Based on the referees' feedback, necessary adjustments were made to refine the phrasing and enhance the alignment of the statements with the study objectives. This process ensured that the questionnaire was clear, comprehensible, and appropriate for data collection.

The items were distributed across a three-point Likert scale, as follows:

Range of arithmetic mean	01 to 1.66	From 1.66 to 2.32	2.32 to 3
Degree of approval	Low	Moderate	High
Responsiveness	01	02	03

- Reliability (Pearson correlation coefficient):

between the total scores of the axes Table 4: Pearson correlation coefficient values

Pearson	Axis 2	Theme 3
Axis 1		
Pearson correlation coefficient	0,936**	0,959**
Itself.	0,000	0,000
Axis 2		
Pearson correlation coefficient		0,911**
Itself.		0,000

\*\* The level of statistical significance of the correlation coefficient at: 0.01

Source: Prepared by researchers based on SPSS V 25 outputs

The table demonstrates the Pearson correlation coefficients between the axes:

- Between Axis 1 and Axis 2: 0.936
- Between Axis 1 and Axis 3: 0.959
- Between Axis 2 and Axis 3: 0.911

All correlation coefficients are statistically significant ( $p < 0.01$ ), with a significance level of 0.000 for all calculated coefficients, which is below the 0.01 threshold. These results indicate strong and acceptable correlations between the axes, reflecting a high degree of internal consistency among the questionnaire items. The proximity of

the coefficients to 1 further confirms that the statements are closely related and reliably measure the intended constructs.

#### - Consistency of the questionnaire:

The reliability of the questionnaire was assessed using Cronbach's alpha to evaluate internal consistency. The overall reliability coefficient for the entire scale was 0.90, indicating excellent internal consistency and confirming the questionnaire's stability and suitability for the study. Reliability coefficients for each axis are presented in the following Table

**Table 5: Cronbach's Alpha Coefficients for Questionnaire Axes**

axes	Cronbach's Alpha	Number of Items
<b>The first axis: effectiveness of administrative control in enhancing efficiencyorganizational ef</b>	0.745	05
<b>The second axis: flexibility of administrative control and its adaptation to environmental variables</b>	0.789	05
<b>-The Third Theme: Role of Administrative Control in Enhancing Decision Making and Governance</b>	0.823	05

Source: Prepared by researchers based on SPSS V 25 outputs

#### 6- Presentation and discussion of the results

**Table 6: Responses of the study sample on the first theme: the effectiveness of administrative control in enhancing organizational efficiency**

Item Statement	Agree	neutral	Disagree	Mean	SD	Degree of approval	Rank
1. Administrative control procedures help reduce the waste of financial and material resources in the Directorate.	23 %65.7	8 %22.9	4 11.4	2,55	0.700	High	5
2. Administrative control contributes to improving coordination between administrative and sports departments to achieve institutional goals.	26 %74.3	6 %17.1	3 8.6%	2.66	0.581	High	2
3. Regular oversight enhances the job performance of employees through clear directives.	24 %68.6	7 %20	4 11.4%	2,57	0.698	High	4
4. Administrative control reports provide accurate data to correct errors and improve organizational processes.	26 %74.3	7 %20	2 5.7%	2,69	0.582	High	1
5. Administrative control supports the achievement of the strategic objectives of the Directorate with high efficiency and lower cost.	25 %71.4	6 %17.1	4 11.4%	2,60	0.694	High	3
<b>Overall Axis</b>				<b>2.61</b>	<b>/</b>	<b>High</b>	<b>/</b>

Source: Prepared by researchers based on SPSS V 25 outputs

The arithmetic means for the five items range from 2.55 to 2.69, all within the "High" degree of approval (2.33-3.00), indicating strong agreement among employees that administrative control enhances organizational efficiency at the Directorate of Youth and Sports in Biskra Province. The low standard deviations (0.581-0.700) reflect homogeneity in responses, reinforcing the reliability and consistency of the data.

Item 4: Accuracy of Reports (M = 2.69, SD = 0.582, Rank 1): The highest mean underscores the critical role of accurate administrative control reports in correcting errors and improving organizational processes. This aligns with Charifi and Al-Aidani (2017), who highlighted the importance of reliable data for reducing deviations and enhancing performance. Item 2: Coordination Between Departments (M = 2.66, SD = 0.581, Rank 2): The high mean reflects employees' recognition of administrative control as a mechanism for fostering coordination

between administrative and sports departments, supporting Boussak et al. (2021), who emphasized internal integration in sports institutions. Item 5: Strategic Objectives ( $M = 2.60$ ,  $SD = 0.694$ , Rank 3): This mean indicates employees' awareness of administrative control's role in optimizing resource utilization to achieve strategic objectives efficiently, consistent with Dheeb and Jahemi (2024), who linked control systems to strategic efficiency. Item 3: Job Performance ( $M = 2.57$ ,  $SD = 0.698$ , Rank 4): The mean confirms that regular oversight enhances employee performance through clear directives, aligning with Zedam (2011), who noted the positive impact of systematic oversight on sports facility workers. Item 1: Resource Waste ( $M = 2.55$ ,  $SD = 0.700$ , Rank 5): The lowest mean, though still within the high approval range, suggests challenges in implementing financial and material resource control, potentially due to limited technological infrastructure or staff training, as noted by Boussak et al. (2021).

The overall axis mean of 2.61 supports the first subsidiary hypothesis: "Effective administrative control improves organizational efficiency in sports institutions by enhancing coordination and minimizing deviations." The results reflect a strong positive evaluation of administrative control practices, yet they highlight the need for enhanced electronic control systems and specialized training to address challenges in resource management, ensuring more effective achievement of strategic objectives.

These findings are consistent with prior research. Charifi and Al-Aidani (2017) emphasized that administrative oversight improves organizational performance through accurate reporting and deviation reduction, while Dheeb and Jahemi (2024) underscored the role of technological integration in enhancing efficiency. Boussak et al. (2021) noted that limited resources in sports institutions can constrain control effectiveness, explaining the lower mean for Item 1. Zedam (2011) highlighted oversight's positive impact on employee performance but cautioned against overly rigid control mechanisms that may reduce motivation, suggesting the adoption of incentive-based approaches.

**Table 7: Responses of the study sample on the second axis: the flexibility of administrative control and its adaptation to environmental variables**

Item Statement	Agree	neutral	Disagree	Mean	SD	Degree of approval	Rank
6. Administrative control relies on flexible performance indicators that adapt to changes in the work environment.	26 %74.3	7 %20	2 5.7%	2.68	0.581	High	2
7. Administrative control tools are updated periodically to keep pace with legislative and technological changes.	26 %74.3	7 %20	2 5.7%	2.70	0.583	High	1
8. Administrative control uses modern electronic systems to facilitate adaptation to interim objectives.	25 %71.4	6 %17.1	4 11.4%	2.62	0.694	High	3
9. Administrative control takes into account the different particularities of the departments and interests in the Directorate.	24 %68.6	7 %20	4 11.4%	2.56	0.698	High	5
10. Flexible management control allows for quick response to challenges without bureaucratic complexities.	25 %71.4	6 %17.1	4 11.4%	2.60	0.693	High	4
<b>Overall Axis</b>				<b>2.63</b>	<b>/</b>	<b>High</b>	<b>/</b>

Source: Prepared by researchers based on SPSS V 25 outputs

The arithmetic means for the five items range from 2.56 to 2.70, all within the "High" degree of approval (2.33–3.00), indicating strong agreement among employees that administrative control is flexible and adaptable to internal and external environmental variables at the Directorate of Youth and Sports in Biskra Province. The low standard deviations (0.581–0.698) reflect homogeneity in responses, reinforcing the reliability and consistency of the data.

Item 7: Updating Control Tools ( $M = 2.70$ ,  $SD = 0.583$ , Rank 1): The highest mean underscores employees' strong awareness of the importance of periodically updating administrative control tools to align with



legislative and technological changes. This aligns with Dheeb and Jahemi (2024), who emphasized that technological integration enhances oversight flexibility and reduces costs. Item 6: Flexible Performance Indicators ( $M = 2.68$ ,  $SD = 0.581$ , Rank 2): The high mean reflects recognition of dynamic mechanisms that allow control systems to adapt to changing work environment requirements, supporting Charifi and Al-Aidani (2017), who noted the role of accurate and up-to-date systems in enhancing flexibility. Item 8: Modern Electronic Systems ( $M = 2.62$ ,  $SD = 0.694$ , Rank 3): This mean highlights the role of technology in facilitating adaptation to interim objectives, consistent with Dheeb and Jahemi (2024), who underscored technology's contribution to oversight flexibility. Item 10: Rapid Response to Challenges ( $M = 2.60$ ,  $SD = 0.693$ , Rank 4): The mean indicates a positive perception of flexible control in addressing challenges without bureaucratic complexities, though some administrative obstacles persist, as noted by Zedam (2011), who recommended incentive-based approaches to avoid employee frustration. Item 9: Departmental Particularities ( $M = 2.56$ ,  $SD = 0.698$ , Rank 5): The lowest mean, though still within the high approval range, suggests that administrative control could better account for the specific needs of different departments, potentially due to resource constraints, as highlighted by Boussak et al. (2021).

The overall axis mean of 2.63 supports the second subsidiary hypothesis: "The effectiveness of administrative control depends on its flexibility and ability to adapt to environmental changes." The results reflect strong institutional awareness of the importance of flexible administrative control, yet they highlight the need to strengthen electronic systems, reduce bureaucratic obstacles, and enhance adaptation to departmental particularities to improve alignment with regulatory and legislative changes.

These findings are consistent with prior research. Dheeb and Jahemi (2024) confirmed that integrating technology into oversight enhances flexibility and cost-efficiency, supporting the high ratings for Items 7 and 8. Charifi and Al-Aidani (2017) noted that accurate information systems bolster oversight flexibility, though challenges like resource limitations, as identified by Boussak et al. (2021), may explain the lower mean for Item 9. Zedam (2011) emphasized that systematic oversight boosts efficiency but cautioned against random application, aligning with the need to improve adaptation to departmental specificities and reduce bureaucracy.

**Table 8: Responses of the study sample on the third theme: The role of administrative control in enhancing decision-making and governance**

Item Statement	Agree	neutral	Disagree	Mean	SD	Degree of approval	Rank
11. Administrative control provides accurate and up-to-date data that supports rational management decision-making.	26 %74.3	7 %20	2 5.7%	2.68	0.581	High	2
12. Administrative control contributes to improving the quality of decisions related to the management of sports resources and activities.	27 %77.4	5 %14.3	3 8.6%	2.71	0.631	High	1
13. Administrative control enhances transparency in the management of human and financial resources within the Directorate.	23 %65.7	8 %22.9	4 11.4	2.54	0.700	High	5
14. The results of management control are used to develop management policies that meet the needs of stakeholders.	25 %71.4	6 %17.1	4 11.4%	2.60	0.694	High	3
15. Administrative control supports the application of good governance principles to ensure the satisfaction of athletes and the community.	24 %68.6	7 %20	4 11.4%	2.57	0.698	High	4
Overall Axis				2.62	/	High	/

Source: Prepared by researchers based on SPSS V 25 outputs

The arithmetic means for the five items range from 2.54 to 2.71, all within the "High" degree of approval (2.33–3.00), indicating strong agreement among employees that administrative control enhances decision-making

and governance at the Directorate of Youth and Sports in Biskra Province. The low standard deviations (0.581–0.700) reflect homogeneity in responses, reinforcing the reliability and consistency of the data.

Item 12: Decision Quality ( $M = 2.71$ ,  $SD = 0.631$ , Rank 1): The highest mean underscores employees' strong awareness of administrative control's role in improving the quality of decisions related to sports resource and activity management. This aligns with Dheeb and Jahemi (2024), who emphasized that oversight systems provide accurate data to rationalize strategic and daily decisions. Item 11: Accurate Data for Decision-Making ( $M = 2.68$ ,  $SD = 0.581$ , Rank 2): The high mean highlights the importance of accurate and up-to-date control data in reducing randomness in administrative management, supporting Charifi and Al-Aidani (2017), who noted the role of micro-information systems in decision-making. Item 14: Developing Management Policies ( $M = 2.60$ ,  $SD = 0.694$ , Rank 3): This mean reflects the strategic use of oversight results to develop policies meeting stakeholder needs, consistent with Boussak et al. (2021), who linked control outputs to improved public policies. Item 15: Good Governance Principles ( $M = 2.57$ ,  $SD = 0.698$ , Rank 4): The mean indicates a positive perception of administrative control's role in supporting governance principles to ensure athlete and community satisfaction, though further institutionalization is needed, as suggested by Zedam (2011). Item 13: Transparency in Resource Management ( $M = 2.54$ ,  $SD = 0.700$ , Rank 5): The lowest mean, though still within the high approval range, suggests challenges in implementing transparency, particularly in financial and human resource management, potentially due to limited resources, as noted by Boussak et al. (2021).

The overall axis mean of 2.62 supports the third subsidiary hypothesis: "Regulatory systems based on guidance and follow-up contribute to improving the quality of decision-making within sports institutions." The results reflect a strong positive evaluation of administrative control's role in enhancing decision-making and governance, yet they highlight the need to develop electronic information systems, improve transparency in financial and human resource management, and intensify training to support the institutionalization of good governance.

These findings are consistent with prior research. Dheeb and Jahemi (2024) confirmed that oversight enhances decision-making and governance through technological integration, supporting the high ratings for Items 11 and 12. Charifi and Al-Aidani (2017) noted that micro-information systems improve decision-making but highlighted resource constraints, aligning with the lower mean for Item 13. Boussak et al. (2021) emphasized challenges in resource-limited settings, explaining transparency issues. Zedam (2011) highlighted the positive impact of systematic oversight on efficiency but cautioned against unregulated implementation, supporting the need for improved transparency mechanisms and incentive-based approaches.

## 7- Conclusion:

The analysis of questionnaire data from a sample of employees at the Directorate of Youth and Sports in Biskra Province elucidates the pivotal role of administrative control in enhancing organizational efficiency across three dimensions: effectiveness, flexibility, and decision-making/governance. The findings across these dimensions substantiate the study's general hypothesis and highlight both strengths and areas for improvement.

The results of the first axis demonstrated the effectiveness of administrative control in fostering coordination between administrative and sports departments, providing accurate reports that facilitate error correction and operational improvements, and supporting the efficient achievement of strategic objectives. However, challenges in reducing financial and material resource waste underscore the need to strengthen financial control mechanisms and adopt advanced resource management tools.

The findings of the second axis affirmed the flexibility of administrative control, evidenced by the periodic updating of control tools to align with legislative and technological advancements, the adoption of dynamic performance indicators responsive to work environment demands, and the use of electronic systems to facilitate adaptation to interim objectives. Nonetheless, the results highlighted the necessity of greater consideration for the unique needs of various departments and the reduction of bureaucratic complexities that may impede rapid responses to emerging challenges.

The third axis underscored the role of administrative control in enhancing the quality of decisions related to sports resource and activity management, providing reliable data to support rational decision-making, and leveraging audit outcomes to formulate administrative policies that address stakeholder needs. Furthermore, control mechanisms significantly contributed to reinforcing good governance principles, promoting the satisfaction of athletes and the broader community. However, a relative shortfall in transparency, particularly in managing human and financial resources, indicates challenges that necessitate stronger institutionalization of accountability mechanisms.

Collectively, these findings confirm the validity of the general hypothesis: "Administrative control contributes to the development of organizational efficiency within sports institutions." Administrative control

enhances internal coordination, improves job performance, supports rational decision-making, and promotes effective governance. Nevertheless, the results emphasize the urgent need to address challenges related to reducing resource waste, enhancing transparency, and improving adaptation to departmental specificities to ensure the long-term sustainability of organizational efficiency in sports institutions.

#### **Suggestions:**

Based on the findings from the questionnaire data analysis conducted with employees at the Directorate of Youth and Sports in Biskra Province, the following proposals are recommended to strengthen the role of administrative control in enhancing organizational efficiency within sports institutions:

- **Development of Electronic Control Systems:** Implement advanced digital solutions and specialized software to monitor financial and human resources. These systems aim to enhance report accuracy, minimize resource waste, and ensure timely access to reliable data, thereby supporting operational efficiency and decision-making.
- **Capacity-Building and Training:** Organize ongoing training programs and periodic workshops for employees to enhance their proficiency in using electronic control tools. These initiatives should also deepen employees' understanding of governance principles to foster transparency, efficiency, and accountability.
- **Design of Flexible Control Mechanisms:** Develop adaptable control frameworks that account for the unique needs of various departments and activities. Such frameworks ensure alignment with diverse operational requirements and facilitate responsiveness to legislative, technological, and environmental changes.
- **Enhancing Transparency and Accountability:** Establish electronic dashboards for the regular publication of audit and performance reports. This initiative would bolster stakeholder trust, reinforce good governance practices, and institutionalize robust accountability mechanisms.
- **Stakeholder Engagement:** Conduct periodic surveys and consultations with administrators, athletes, coaches, and local community members to assess their satisfaction with management policies and governance practices. This approach promotes inclusive, stakeholder-responsive, and sustainable decision-making.
- **Periodic Review of Management Policies:** Implement systematic evaluations and updates of management policies within sports institutions to ensure alignment with the objectives of administrative control, organizational efficiency, and continuous improvement.

#### **Findings**

- **Positive Influence on Decision-Making:** Oversight practices contributed to the accuracy and timeliness of decisions, reducing administrative errors and delays.
- **Improved Coordination:** The mechanisms fostered integration and cooperation across departments, facilitating collective achievement of institutional objectives.
- **Strengthened Governance:** Oversight enhanced accountability and compliance, supporting sustainable institutional development.
- **Adaptability:** The presence of oversight enabled the institution to respond more effectively to environmental changes, both internal and external.
- **Persistent Challenges:** Despite these strengths, oversight mechanisms were less effective in addressing waste reduction and in promoting complete transparency across reporting systems.

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#### **Ethical Considerations**

The research was carried out in full compliance with academic ethical standards. Participation was voluntary, and all respondents provided informed consent prior to completing the questionnaire. Confidentiality and anonymity of participants were strictly preserved, and data were used solely for scientific purposes.

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**Conflict of Interest**

The authors declare no conflict of interest regarding the publication of this study.

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