

Evaluating administrative quality in sports clubs: a KPI-based approach to community health

Abstract

This study examines the quality of administrative practices in sports clubs by analyzing the role of Key Performance Indicators (KPIs) as structured tools that support performance evaluation and governance enhancement. It presents a practical framework for improving administrative quality and examines how digital transformation contributes to accuracy, transparency, and effective decision-making. The research adopts a descriptive-analytical conceptual approach aimed at developing an applied KPI-based evaluation framework. Tables and models are provided to facilitate the application of KPI-based evaluation within sports organizations. The study also highlights the indirect role of administrative quality in supporting community health through the effective delivery of sport-based programs.

Keywords: sports, community health, KPIs, public health

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Introduction

Administrative quality constitutes a foundational element in the institutional effectiveness of sports clubs, as it underpins governance arrangements, accountability mechanisms, and systematic performance management. Contemporary evaluations of sports organizations increasingly extend beyond competitive outcomes to include the coherence of administrative processes, clarity of decision-making, and the ability to align operations with strategic objectives in a measurable and transparent manner.¹

In recent organizational settings, sports clubs are required to align administrative practices with evolving governance frameworks, enhanced stakeholder engagement, and an expanding use of digital systems that support performance measurement and strategic planning. These developments have elevated the importance of structured management instruments capable of translating strategic intent into observable indicators and supporting evidence-informed administrative decisions.² Within this context, Key Performance Indicators (KPIs) are widely applied as practical tools for tracking progress, evaluating efficiency, and guiding continuous improvement across core administrative functions.³

In parallel with their organizational mandates, sports clubs contribute indirectly to public health through the organization and delivery of structured physical activity and community-based sport participation. High-quality administration facilitates the continuity, accessibility, and effectiveness of sport programs that are associated with improved population health outcomes and reduced risks related to physical inactivity.⁴ Conversely, limitations in administrative coordination may constrain the reach and sustainability of such initiatives. Accordingly, administrative quality represents an institutional pathway through which sports organizations can support public health objectives without shifting their primary organizational focus.⁵

Digital transformation has further strengthened administrative capacity in sports clubs by enhancing data accuracy, automating reporting procedures, and enabling timely analysis of organizational performance. The integration of digital technologies within administrative structures supports transparency, reinforces governance mechanisms, and improves the operational value of KPI-based evaluation systems.⁶ As such, digital transformation functions

as an enabling condition that connects performance measurement with informed administrative action.

Despite growing scholarly attention to governance, performance measurement, and technological innovation in sports management, a notable gap persists in applied research that integrates administrative quality assessment with structured KPI frameworks in sports clubs. Existing studies frequently address performance, governance, or digitalization as separate analytical domains, offering limited guidance on comprehensive models that combine KPIs, digital systems, and administrative quality within a single evaluative structure.^{1,3} Moreover, the indirect public health implications of administrative performance in sports institutions remain underexplored in applied research.

The research problem addressed in this study therefore concerns the absence of clear and applicable frameworks that enable sports clubs to systematically assess administrative quality using measurable indicators aligned with governance standards and strategic objectives. In the absence of such frameworks, organizations may encounter challenges in ensuring consistent performance evaluation, maintaining transparency, and supporting continuous administrative improvement.

Accordingly, this study aims to develop and present a comprehensive framework for measuring administrative quality in sports clubs using Key Performance Indicators (KPIs). It further examines the role of digital transformation in improving measurement accuracy, transparency, and decision-making effectiveness, while outlining the public health implications associated with strengthened administrative governance in sport-based organizations. Methodologically, the study adopts a descriptive-analytical conceptual approach grounded in an applied framework supported by structured models and practical indicators rather than conducting empirical field testing.

Theoretical framework

Administrative quality in sports organizations

Administrative quality in sports organizations refers to the organization's capacity to manage its administrative functions in a manner that ensures coherence between strategic objectives, governance requirements, and operational execution. Rather than being limited to procedural efficiency, administrative quality encompasses integrated processes related to planning, organizational structuring, leadership practices, monitoring mechanisms, evaluation

systems, and informed decision-making. High levels of administrative quality contribute to effective governance, organizational consistency, and enhanced stakeholder confidence.¹

Within sports clubs, administrative quality plays a critical role in aligning institutional resources with strategic priorities and ensuring that administrative processes support sustainable organizational performance. Effective administrative systems facilitate transparency, accountability, and coordination across functional units, thereby reinforcing governance structures and supporting long-term organizational stability.³

Key Performance Indicators (KPIs)

Key Performance Indicators (KPIs) are defined as quantifiable measures used to assess organizational progress toward predefined strategic objectives. Unlike general performance metrics, KPIs are strategically selected to reflect critical success factors and to provide decision-makers with actionable insights into organizational performance. Through systematic measurement, KPIs enable administrators to identify performance strengths, detect inefficiencies, and prioritize areas requiring improvement.²

In the context of sports clubs, KPI systems are commonly applied to evaluate multiple administrative dimensions, including operational efficiency, financial accuracy, stakeholder satisfaction, human resource development, and governance effectiveness. When appropriately designed and aligned with organizational goals, KPIs function as structured tools that support evidence-based management and continuous administrative improvement.³

Digital transformation and performance measurement

Digital transformation has significantly influenced performance measurement practices within sports organizations by enhancing

the accuracy, consistency, and timeliness of administrative data. The adoption of digital systems facilitates automated data collection, standardized reporting procedures, and real-time performance analysis, thereby strengthening the reliability of KPI-based evaluation frameworks.⁶

For sports clubs, digital transformation supports improved governance by increasing transparency, reducing administrative delays, and enabling timely access to performance information for decision-makers. Consequently, digital technologies act as enabling mechanisms that enhance administrative quality and reinforce the practical value of performance measurement systems.⁵

Applied framework for evaluating administrative quality

- I. Defining strategic objectives that reflect organizational priorities and governance requirements.
- II. Selecting measurable KPIs aligned with established objectives and critical success factors.
- III. Determining benchmark values to support comparative performance assessment.
- IV. Collecting performance data through digital platforms or administrative information systems.
- V. Analyzing performance results to identify strengths, gaps, and areas for improvement.
- VI. Preparing performance reports that support managerial decision-making and accountability.

Applying continuous improvement measures based on evaluation outcomes.

Measurement tools

Table 1 Sample KPIs

Area	Indicator	Measurement method	Annual target	Benchmark
Human Resources	Training Hours	Hours per staff member	25 hours	20 hours
Administrative Quality	Procedure Accuracy	% of error-free procedures	95%	90%
Governance	Transparency Reports	Number of published reports	12	10
Operations	Processing Speed	Average processing time	48 hours	72 hours
Stakeholder Satisfaction	Player Satisfaction	Annual survey	85%	80%
Engagement	Digital Audience Growth	Activity metrics	15%	10%

Note: Indicators may be adapted according to club size, governance structure, and operational capacity.

Table 2 Balanced Scorecard

Dimension	Indicator	Interpretation
Financial	Budget Accuracy	Efficiency in financial management
Operations	Speed of Service	Effectiveness of workflow processes
Stakeholders	Satisfaction Levels	Quality of services and responsiveness
Learning & Development	Training Programs	Competency enhancement and staff development

Conceptual framework

This study adopts a conceptual framework that explains the relationship between digital transformation, Key Performance Indicator (KPI) systems, and administrative quality in sports clubs. The framework is designed to illustrate how digital transformation functions as an enabling mechanism that enhances the effectiveness

of KPI-based performance measurement, which in turn contributes to improved administrative quality.

As illustrated in Figure 1, digital transformation supports the development and operation of KPI systems by improving data accuracy, facilitating automated data collection, and enabling timely access to performance information. Enhanced digital capabilities

allow KPIs to function as reliable tools for monitoring administrative processes, evaluating performance outcomes, and supporting evidence-informed decision-making.⁶

Conceptual Framework for Measuring Administrative Quality

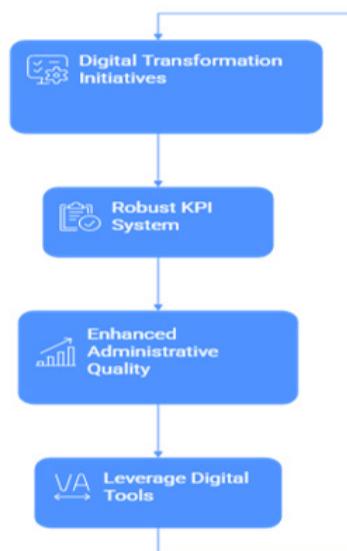


Figure 1 Conceptual framework for measuring administrative quality using KPIs.

The effective use of KPI systems strengthens administrative quality by enhancing transparency, accountability, and coordination across administrative functions. Through systematic performance measurement, sports clubs can identify strengths, detect performance gaps, and implement targeted improvement measures that reinforce governance structures and organizational effectiveness.¹

Accordingly, the conceptual framework positions digital transformation as a foundational driver that improves the functionality of KPI systems, while KPIs act as the primary mechanism through which administrative quality is evaluated and enhanced within sports clubs. This structured relationship highlights the integrated role of digital systems and performance measurement in supporting sustainable administrative governance and organizational performance.

Discussion

The results of this study demonstrate that administrative quality in sports clubs is closely associated with the systematic application of Key Performance Indicator (KPI) systems. The structured use of KPIs enables organizations to move beyond general administrative assessment toward a more precise evaluation of processes, outcomes, and governance-related practices. Through measurable indicators, administrators are able to identify performance variations, recognize operational inefficiencies, and support informed managerial decision-making.¹

Furthermore, the findings highlight the role of digital transformation as a critical enabling factor that enhances the functionality and reliability of KPI systems. Digital tools improve the accuracy, consistency, and timeliness of administrative data, thereby strengthening the credibility of performance evaluation and supporting transparent governance mechanisms within sports clubs.⁶ This integration allows performance measurement to function as

an ongoing administrative process rather than a periodic reporting exercise. In this context, effective administrative practices in sports clubs can indirectly support community health by ensuring the continuity, accessibility, and quality of organized physical activity programs.

Sports clubs that adopt integrated KPI frameworks supported by digital systems exhibit higher levels of administrative transparency, improved operational coordination, and more effective stakeholder engagement. These outcomes reflect the capacity of KPI-based evaluation systems to align administrative practices with organizational objectives and governance standards, contributing to sustainable institutional performance and enhanced organizational effectiveness,³ which in turn contributes to expanding participation in organized sport programs, thereby indirectly supporting community health outcomes.

Conclusion

This study concludes that the systematic use of Key Performance Indicators (KPIs) constitutes an effective approach for assessing and enhancing administrative quality in sports clubs. By translating strategic objectives into measurable indicators, KPI systems enable structured evaluation of administrative processes and support consistent performance monitoring aligned with governance standards.¹

The findings further emphasize the role of digital transformation as a critical factor in strengthening the accuracy, reliability, and practical value of KPI-based performance measurement. Digital systems facilitate timely data collection, standardized reporting, and informed administrative decision-making, thereby reinforcing transparency and accountability within sports organizations.⁶

To sustain administrative effectiveness, sports clubs are encouraged to adopt comprehensive KPI frameworks that are closely aligned with institutional objectives and governance requirements. Investment in digital infrastructure, along with targeted capacity-building initiatives that enhance administrative competencies in performance analysis, is essential for maximizing the benefits of KPI systems. Regular review and refinement of performance indicators are also necessary to ensure continued relevance and responsiveness to organizational needs.³

Overall, the integration of KPI-based evaluation and digital transformation provides a structured foundation for improving administrative quality in sports clubs, supporting sustainable organizational performance and indirectly contributing to the effectiveness of sport-based initiatives that serve broader community and public health objectives.

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Conflict of interest

The author declares that there is no conflict of interest.

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