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Digital Transformation and Its Role in Enhancing Human Resource Performance within Sports Organizations

A Field Study on the Administration of the Multi-Sports Complex in Laghouat Province

التحول الرقمي ودوره في تنمية أداء الموارد البشرية بالمنشآت الرياضية

دراسة ميدانية على ديوان المركب متعدد الرياضات لولاية الاغواط

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Abstract:

The aim of this study is to introduce digital transformation and its dimensions, as well as to examine its role in developing human resource performance within sports organizations. The research was applied to the Administration of the Multi-Sports Complex in Laghouat Province, and the sample consisted of 38 administrators and employees at the Administration of the Multi-Sports Complex. The researcher adopted the descriptive survey method, as it is the most appropriate approach for the nature of the study. The questionnaire, consisting of three axes, was used as a tool for data collection and analyzed using the SPSS program. The research resulted in a set of findings, including that the human, technical, and organizational dimensions play an effective role in enhancing human resource performance within sports organizations.

Keywords: digital transformation, performance development, human resources, sports organizations.

الملخص :

هدفت الدراسة الى التعريف بالتحول الرقمي وابعاده وكذا دوره في تنمية أداء الموارد البشرية بالمنشآت الرياضية، وقد تم تطبيق هذه الدراسة على ديوان المركب متعدد الرياضات لولاية الاغواط، كما تكونت عينة البحث من 38 اداري وموظف بديوان المركب متعدد الرياضات واعتمد الباحث على المنهج الوصفي المسحي باعتباره انسب المناهج لطبيعة الدراسة وتعتبر الاستبانة المتكونة من 3 محاور من ادوات الدراسة المستخدمة في جمع المعلومات وتم تحليلها باستخدام برنامج SPSS. ونتج عن هذا البحث مجموعة من النتائج منها ان البعد البشري والتقني وكذا التنظيمي يلعبون دورا فعال في تنمية أداء الموارد البشرية بالمنشآت الرياضية .

- **الكلمات المفتاحية :** التحول الرقمي – تنمية الأداء- الموارد البشرية- المنشآت الرياضية.

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Introduction and Research Problem

The contemporary world has witnessed, in recent decades, an unprecedented technological revolution, which has become the driving force behind radical change in various fields of life, whether economic, social, or even sports. This technological revolution and digital transformation are no longer merely auxiliary tools for the reality of sports organizations; rather, they have become a central element for ensuring their competitive capacity, operational efficiency, and the improvement of service quality.

Digital transformation has become a strategic and inevitable choice that contributes to enhancing capability and status. According to Vial Gregory (2019, p. 123), digital transformation is defined as the process by which a sports organization integrates digital technology into its various areas of work, leading to fundamental changes in how value is delivered to customers and audiences (athletes, organization members, seekers of sports services, and others) while working on building community identity.

Amidst this development, it is not possible to discuss achieving effective and successful digital transformation without addressing human resource management, which is considered the fundamental pillar of the Administration of the Multi-Sports Complex. As Abdel Salam Abdallah (2023, p. 136) adds, the human resource must be qualified to deal with the variables of digital transformation, especially in light of the difficulties and challenges facing the implementation of digitization projects, despite the availability of emerging technologies such as artificial intelligence and digital communication platforms, which contribute to simplifying and enhancing operational efficiency by completing administrative processes that often suffer from seasonal workload

pressures and a high volume of routine data (player registrations and follow-ups, monitoring coaching contracts, daily attendance management for employees).

Digital transformation significantly contributes to simplifying procedures by saving time and costs and reducing human errors. It also creates a revolution in training and development through e-learning platforms and flexible learning that sports organizations provide via online training programs for all segments, including coaches, administrators, athletes, and organization members, each according to their circumstances. The harmony between digital technologies and human resources, as noted by Bandar Omar (2024, p. 401), leads to achieving a high level of performance and, consequently, reaching the desired objectives.

Ammar and Yassine Batali (2025), in their study, proposed that reliance on modern technological tools such as email, digital media, and the internet contributes to reducing effort, saving time, and lowering financial costs, reflecting the power of digital transformation compared to the previous paper-based system in traditional recruitment processes. Meanwhile, the study by Abdel Salam Abdallah (October 2023) concluded that digital transformation helps achieve professional development and professional success for human resources, reduces errors, improves the management of various resources, and supports integrity, transparency in roles, and the clear definition of responsibilities and objectives. The study by Zemoura Jamal (2024) found that digital transformation strategies, when adopted by institutions, result in better performance, and that reliance on advanced and innovative digital technologies, combined with organizational and cultural changes, as well as the development of digital skills among human resources, enables performance improvement.

Today, Algeria, despite the challenges, is not far from realizing this trend, especially with the directives of the President of the Republic to modernize

public facilities. The Administration of the Multi-Sports Complex in Laghouat Province is no exception to these facilities and should strive to integrate digitization within its facilities and transition toward modern and advanced management. This leads the researcher to review the role of digital transformation in developing human resources within sports organizations, whose importance derives from various dimensions (organizational and technical), and from here arises the following main question: Does digital transformation play a role in enhancing human resource performance within sports organizations?

Several sub-questions emerge from the main question as follows:

- Does the technical dimension contribute to enhancing the performance of human resources at the Administration of the Multi-Sports Complex in Laghouat Province?
- Does the organizational dimension contribute to enhancing the performance of human resources at the Administration of the Multi-Sports Complex in Laghouat Province?

1. Hypotheses:

Digital transformation plays a role in developing human resource performance within sports organizations.

1.1 Partial hypotheses:

- The technical dimension plays a role in enhancing the performance of human resources at the Administration of the Multi-Sports Complex in Laghouat Province.
- The organizational dimension plays a role in enhancing the performance of human resources at the Administration of the Multi-Sports Complex in Laghouat Province.

2. Study Objectives

- To determine whether the technical dimension contributes to the development of human resource performance within the Administration of the Multi-Sports Complex in Laghouat Province.
- To determine whether the organizational dimension contributes to the development of human resource performance within the Administration of the Multi-Sports Complex in Laghouat Province.

3. Study Significance

- To highlight the vital role of digital transformation in organizing and facilitating administrative processes and delivering tangible services to beneficiaries of the sports organization.
- The importance of this study is also evident in its focus on a specific type of sports institution represented by the Administration of the Multi-Sports Complex in Laghouat Province, which is tasked with developing and advancing the sports sector.
- This study contributes to providing contemporary scientific and cognitive value, enriching libraries, universities, and journals, while drawing the attention of decision-makers across various bodies.

4. Research Terms

Digital transformation is defined as the continuous process undertaken by institutions to adapt to the requirements of their clients and markets (external ecosystem) by employing their digital capabilities to innovate new business models, products, and services that seamlessly blend digital and manual operations and customer experiences, while simultaneously improving

operational efficiency and organizational performance (Mokrah Ammar, Yassine Batali: 2025, p. 85).

In the context of this research, digital transformation refers to a project that operates across multiple dimensions—human, organizational, and technical—and involves the use of technologies such as computers, telecommunications, and advanced techniques. The objective is to improve and develop the performance of the Administration of the Multi-Sports Complex in Laghouat Province by converting and linking the data of its analog operations into a format readable by machines through the integration of modern digital technologies. This means transforming the traditional office of the sports complex from paper-based operations and essential services into electronic operations and the provision of a variety of fundamental and essential services related to facilities, investments, and members of the sports complex.

Human resources are understood as that component of the administrative process encompassing a range of functions and activities undertaken to manage human elements in an effective and positive manner, in a way that serves the interests of the organization, its employees, and society (Mohammed bin Dulaim Al-Qahtani, 2008, p. 22).

In this research, human resources refer to all individuals working within the Administration of the Multi-Sports Complex in Laghouat Province, including both supervisors and subordinates, employees, and policy-makers who possess productive skills and capabilities, whether acquired through academic or professional experience by transforming knowledge. The role of human resources is reflected in planning, performance development, and providing services to athletes, members of the sports complex, and participants in various sports activities, thereby improving the public services for which the complex is

responsible in Laghouat Province. Human resource performance development refers to the process of increasing the knowledge, abilities, and skills of the workforce selected and chosen through various assessments, aiming to raise their productive efficiency to the highest possible level (Ben Zahi Mansour, Al-Shaib Mohammed Al-Sassi, 2005).

The researcher defines human resource performance development as the various fundamental processes and components carried out by the management of the Administration of the Multi-Sports Complex in Laghouat Province to maintain, refine, enhance, and elevate the capabilities and efficiency of individuals and human elements in all aspects. This serves as an educational and training tool, equipping members with a range of knowledge, technologies, and digital tools that facilitate their work amid ongoing digital and technical advancement, including the Internet, digital platforms, and modern work means. As a result, this contributes to the development of the sports sector through the provision of tangible services.

A sports organization is defined as any location where physical sports are practiced, comprising one or more fields, whether open or enclosed, along with their equipment, sandy or clay areas, spectator spaces, auxiliary buildings for changing rooms, restrooms, training halls, and healthcare facilities. It also includes administrative offices (Mohamed Zaki, 2012, p. 53).

In this study, the researcher defines it as a public administrative institution that serves, manages, and organizes the sports sector in the best possible manner—like the Administration of the Multi-Sports Complex in Laghouat Province and its various affiliated parts, such as swimming pools, sports halls, and others—which work to serve the sports sector and cultural activities by providing all possible means.

5. Methodological Steps Followed

5.1 Exploratory Study

Contact was made with the Administration of the Multi-Sports Complex in Laghouat Province to obtain information regarding the number of its workers and data closely and directly related to the study variables, to ensure and verify the feasibility of conducting the study within the organization. The role of digital transformation in developing human resource performance within sports organizations was examined by distributing questionnaires to the exploratory sample, which comprised 10 out of 48 employees, divided across various departments. After three days, the questionnaires were collected, and all were fully completed by the employees.

5.2 Study Fields

- **Temporal field**: From March 2025 until May 2025
- **Spatial field**: Administration of the Multi-Sports Complex in Laghouat Province.
- **Human field**: Employees and workers at the Administration of the Multi-Sports Complex in Laghouat Province.

5.3 Research Methodology

Based on the nature of the research and the objectives it seeks to achieve; the descriptive survey method was adopted.

5.4 Population and Study Sample

The study population consisted of administrators and employees at the Administration of the Multi-Sports Complex in Laghouat Province, as well as the staff of the semi-Olympic swimming pool, the multi-sports hall, and the football stadium. The total study population was 48 individuals, of whom 10 employees and administrators were excluded due to their participation in the exploratory

study, resulting in a final population of 38 workers and employees. Given the small size of the population (fewer than 100 individuals), a comprehensive survey was conducted to ensure greater representation; thus, the research sample corresponds to the study population.

5.5 Data and Information Collection Tools

A questionnaire was developed concerning digital transformation and its role in enhancing human resource performance within sports organizations, structured according to a three-point Likert scale (agree–neutral–disagree). It was distributed across three axes: one related to the organizational dimension, another to the technical dimension, and a third to the development of human resource performance, all based on theoretical research and previous studies.

5.6 Scientific Conditions for the Tool

A. Validity of the Questionnaire: Expert Validity: The questionnaire was presented to a group of professors of varying academic ranks who possess experience and expertise in scientific research, numbering five (05) in total, with the aim of evaluating its content. The experts unanimously agreed on the validity of the questionnaire content and its suitability for achieving the intended purpose.

B. Construct Validity of the Study Tool: After confirming the apparent validity of the study tools, the researcher determined the degree of internal consistency of the study tool by calculating the correlation coefficients between each item's score and the total score for the dimension to which it belongs. This was calculated using the square root of Cronbach's alpha coefficient. Table 01 shows that the majority of statistically significant correlation coefficients indicate that the items generally exhibit stable internal consistency between each item and its

respective axis. Thus, the questionnaire achieves construct validity and is considered appropriate for measurement. Following the mathematical procedures and using Spearman's correlation coefficient, as shown in Table 02, it was found that there is a strong positive correlation, confirming that the questionnaire is suitable for application.

Table 01: Spearman Correlation Coefficient (Construct Validity)

Correlation Coefficient	Sample
0.916	10 individuals

Table 02: Cronbach's Alpha and Spearman's Correlation Coefficients

Item	Cronbach's Alpha If Item Deleted	Correlation Coefficient (Validity)	Item	Correlation Coefficient If Item Deleted	Correlation Coefficient (Validity)
	First Axis: Organizational Dimension			Second Axis: Technical Dimension	
01	0.760	0.871	01	0.821	0.90
02	0.816	0.90	02	0.837	0.93
03	0.796	0.89	03	0.763	0.87
04	0.854	0.92	04	0.816	0.903
05	0.813	0.90	05	0.723	0.85
06	0.856	0.92	06	0.826	0.908
07	0.832	0.91	07	0.787	0.88
Cronbach's Alpha coefficient for the first axis = 0.853			Cronbach's Alpha coefficient for the second axis = 0.840		
	Third axis: Human Resource Performance Development				
01	0.815	0.902	07	0.723	0.85
02	0.903	0.95	08	0.914	0.956
03	0.915	0.956	09	0.857	0.92
04	0.897	0.947	10	0.812	0.90
05	0.848	0.92	11	0.73	0.85
06	0.853	0.924			
Cronbach's Alpha coefficient for the third axis = 0.913					

Based on the general results from Table 03, it is clear that the reliability coefficients are high and of acceptable value.

C. Objectivity: Describing the individual's abilities as they actually exist in reality, without bias or prejudice toward the researcher's personal inclinations, preferences, or opinions. Objectivity is one of the important factors that must be present in the test.

5.7 Field Application Procedures

After completing the theoretical section, we proceeded to the practical aspect, in which the questionnaire related to the role of digital transformation in developing human resource performance within sports organizations was finalized. We distributed 38 questionnaires between March 23 and April 9 of the same year to gather the opinions and perspectives of the participants regarding the study topic. Throughout this period, the researcher made efforts to visit them, assist them, and collect completed questionnaires in order to transcribe the data and organize it into tables. The results were then analyzed to determine whether the hypotheses were confirmed or refuted.

5.8 Statistical Methods Used in the Study

To answer the study questions and test the hypotheses, the researcher used the Statistical Package for the Social Sciences (SPSS) and calculated the following:

1. Frequencies and percentages to describe the characteristics of the study population and to identify responses to the axes of the study as outlined in the research tool.

2. The arithmetic mean to determine the responses of the study population to the different study axes.

3. Cronbach's alpha coefficient was used to calculate reliability, in addition to its square root for validity, along with Spearman's correlation coefficient.

6. Presentation, Interpretation, and Discussion of Results

Table 04 presents the results of the study sample's responses to the items in the first axis, the organizational dimension:

Item	Statement	Disagree %	Neutral %	Agree %	Total	Arithmetic Mean	Direction	Rank
01	The sports organization strives to automate administrative work procedures	01	06	31	38	2.71	Always	03
		2.63	15.78	81.57	100			
02	The sports organization is working on restructuring work sites to align with technological developments	3	7	28	38	2.45	Always	07
		7.89	18.42	73.68	100			
03	The sports organization's management seeks to eliminate bureaucracy by relying on digitization	2	03	33	38	2.89	Always	01
		5.26	7.89	86.84	100			
04	The sports organization has administrative procedures that protect personal data	2	6	30	38	2.63	Always	04
		5.26	15.78	78.94	100			
05	There is flexibility in the organizational structure of the sports organization	1	08	29	38	2.53	Always	05
		2.63	21.05	76.31	100			
06	Technology contributes to increasing the clarity of responsibilities and roles in the sports organization	2	3	33	38	2.89	Always	02
		5.26	7.89	86.84	100			
07	The sports organization seeks to rely on modern information and communication technologies according to the zero-paper principle	04	05	29	38	2.47	Always	06
		10.52	13.15	76.31	100			
	Overall mean for the organizational dimension					Always		

The table above indicates that the answers of the study sample regarding the organizational dimension ranged between arithmetic means of 2.47 and 2.89, with an overall mean of 2.65 on the three-point Likert scale. The highest ranked statement was "The sports organization's management seeks to eliminate bureaucracy by relying on digitization," with an arithmetic mean of 2.89, while

the lowest was "The sports organization is working on restructuring work sites to align with technological developments," with an arithmetic mean of 2.45. In general, and based on the participants' responses and the observed distribution, the answers clustered within the third category of the three-point Likert scale (from 2.33 to 3), which corresponds to the "Agree" option in the research tool.

Table 05 presents the results of the study sample's responses to the items in the second axis, the technical dimension:

Item	Statement	Disagree %	Neutral %	Agree %	Total	Arithmetic Mean	Direction	Rank
01	The availability of a good internet network	02	05	32	38	2.8	Always	03
		5.26	13.15	84.24	100			
02	A good database, and the sports organization is working on its further development	03	5	30	38	2.63	Always	04
		7.89	13.15	78.94	100			
03	The management of the sports organization provides electronic systems, such as computers, which support the success of digital transformation	3	4	32	38	2.83	Always	02
		7.89	10.52	84.24	100			
04	The management of the sports organization provides modern means of communication for the success of digital transformation, such as holding meetings and remote education	04	7	28	38	2.43	Always	06
		10.52	18.42	73.68	100			
05	The sports organization has suitable communication means for the success of digital transformation	04	6	28	38	2.39	Always	07
		10.52	15.78	73.68	100			
06	The existence of original security software to ensure protection from hacking and to protect data	2	3	33	38	2.89	Always	01
		5.26	7.89	86.84	100			
07	The sports organization provides digital platforms that support electronic administrative work and communication	3	6	29	38	2.54	Always	05
		7.89	15.78	76.31	100			
	Overall mean for the technical dimension					**2.64**	Always	

The table above shows that the answers of the study sample regarding the technical dimension ranged between arithmetic means of 2.39 and 2.89, with an overall mean of 2.64 on the three-point Likert scale. The highest ranked statement was "The existence of original security software to ensure protection from hacking and to protect data," with an arithmetic mean of 2.89, while the lowest was "The sports organization has suitable communication means for the success of digital transformation," with an arithmetic mean of 2.39. In general, and based on the participants' responses and the observed distribution, the answers clustered within the third category of the three-point Likert scale (from 2.33 to 3), which corresponds to the "Agree" option in the research tool.

Table 07 presents the results of the study sample's responses to the items in the fourth axis: Human Resource Development.

Item	Statement	Disagree	Neutral	Agree	Total	Arithmetic Mean	Direction	Rank by Importance
		%	%	%				
01	You feel that the sports organization's management provides opportunities to learn new work-related skills	2	8	28	38	2.46	Always	08
		5.26	21.05	73.68	100			
02	You have the ability to learn new skills and techniques	1	5	32	38	2.83	Always	02
		2.63	13.15	84.21	100			
03	The sports organization's management provides guidance that helps you perform your work	2	5	31	38	2.70	Always	06
		5.26	13.15	81.57	100			
04	There are workshops that improve human resource performance and the sports organization's management involves you in them	4	7	27	38	2.36	Always	10
		10.52	18.42	71.05	100			
05	Digital transformation enhances the level of administrative work, which is reflected positively on the sports sector	2	4	32	38	2.80	Always	03
		5.26	10.52	84.21	100			
06	Digital transformation contributes to reducing work-related errors	2	4	32	38	2.80	Always	04
		5.26	10.52	84.21	100			
07	There is fairness in evaluating your performance and work results	4	8	26	38	2.26	Average	11
		10.52	21.05	68.42	100			
08	Athletes and members of the sports organization receive support from management	3	6	29	38	2.53	Always	07
		7.89	15.78	76.31	100			
09	Digital transformation contributes to completing tasks and required work on time and reduces pressures in the sports organization	2	5	31	38	2	Always	05
		5.26	13.15	81.57	100			
10	I ensure that my work is characterized by quality and meets the required standards	3	7	28	38	2.45	Always	09
		7.89	18.42	73.68	100			
11	You receive appreciation from your colleagues and superiors for your performance and efforts	2	3	33	38	2.89	Always	01
		5.26	7.89	86.84	100			
he overall arithmetic mean for the fourth axis, Human Resource Development				2.59		Always		

The table above indicates that the responses of the study sample related to the fourth axis, human resource development, ranged between arithmetic means of 2.89 and 2.26, with an overall mean of 2.59 on the three-point Likert scale. The highest-ranked item was "You receive appreciation from your colleagues and superiors for your performance and efforts," with an arithmetic mean of 2.89, while the lowest was "There is fairness in evaluating your performance and work results," with an arithmetic mean of 2.26.

In general, based on the participants' responses and the observed distribution, the answers clustered within the third category of the three-point Likert scale (from 2.33 to 3), which corresponds to the "Agree" option in the research tool. This can be interpreted as a certain level of awareness among administrators and employees regarding the importance of effective human resource performance development and the use of digital transformation, which enables them to perform their required tasks comfortably and thus achieve the desired goal.

7. Conclusions and Suggestions

Based on the empirical investigation conducted within the Administration of the Multi-Sports Complex in Laghouat Province, the general hypothesis articulated was: Digital transformation contributes to the advancement of human resource performance within sports organizations. The discussion addressed two core hypotheses, each substantiated through detailed analysis.

7.1 Discussion of the First Hypothesis: The Organizational Dimension and Its Role in Human Resource Performance Development

The organizational dimension of digital transformation is pivotal to the enhancement and evolution of human resource performance. This is achieved by mitigating bureaucratic inefficiencies through the adoption of dynamic digital

technologies, which clarify roles and responsibilities for employees and staff, thus preventing confusion and redundancy in operational directives. Additionally, technological integration reduces expenditures on paper by supplanting traditional archiving systems with digital repositories, aligning organizational practices with the state's overarching zero-paper policy.

These findings are corroborated by the study of Mohamed Abdessalam Abdallah (2023), which underscores that the integration of digital and technological tools within the organizational framework of administrative institutions not only facilitates effective monitoring and management of tasks but also preserves employees' rights with regard to activity and creativity, while significantly minimizing time-related constraints. Similarly, Zemoura Jamal (2024) demonstrated that embracing organizational change enables a more effective alignment of institutional objectives and values with the demands posed by digital transformation. Such an environment fosters a culture of innovation and collaboration, empowering employees to adopt and leverage advanced technologies for enhanced performance and the attainment of organizational objectives in the sports sector.

In summary, the analysis substantiates the first hypothesis: the organizational dimension exerts a decisive influence on the development of human resource performance within the Administration of the Multi-Sports Complex in Laghouat Province.

7.2 Discussion of the Third Hypothesis: The Technical Dimension and Its Role in Human Resource Performance Development

The examination of the technical dimension in the context of digital transformation reveals its substantial impact on the enhancement of human

resource performance. This dimension is characterized by the implementation of a broad spectrum of technologies and digital tools, which collectively serve to elevate operational efficiency, optimize employee performance, and underpin data-driven decision-making processes. The provision of innovative and accessible digital services delivers a comprehensive technological experience to all stakeholders affiliated with the Administration of the Multi-Sports Complex in Laghouat Province, thereby strengthening organizational loyalty and satisfaction, as highlighted in the findings of Khaoula Morsi (2025).

While the availability of contemporary electronic systems—including computers and related devices—lays the groundwork for digital transformation, continuous advancement remains essential, particularly in view of rapid developments in artificial intelligence. This evolution brings to the forefront critical concerns regarding information and data security, necessitating the adoption of sophisticated, regularly updated security solutions to protect organizational data, especially the sensitive personal information of members, as emphasized in the study of Zemoura Jamal (2024).

Effective communication across all organizational tiers, facilitated by digital and technological platforms, is instrumental in fostering the development of human resource performance and, by extension, driving digital transformation. Such communication cultivates self-confidence, encourages the open exchange of ideas and perspectives, and enables access to remote training opportunities. These findings are corroborated by Mohamed Abdessalam (2023).

Consequently, the third hypothesis is confirmed: the technical dimension is integral to the development of human resource performance within the Administration of the Multi-Sports Complex in Laghouat Province.

General Synthesis

Overall, it is evident that digital transformation and human resource development within sports organizations represent the confluence of multiple dimensions, particularly the technical and organizational aspects. These elements, in synergy, constitute a comprehensive digital transformation framework that is essential to the effective development of the human element. This comprehensive approach validates the overarching hypothesis that digital transformation is a critical driver of human resource performance enhancement in sports organizations.

7.3 **Recommendations**

_ It is imperative to institutionalize digital transformation across all organizational domains as the foundational methodology for employee and staff management within sports organizations. This should be accompanied by the formulation and enforcement of internal directives, policies, and regulatory frameworks mandating the transition to digital operations, following the precedent set by organizations such as the semi-Olympic pool of Kherchi Belkacem and its digital platform. The implementation of regular training programs and awareness campaigns on digital transformation and the effective use of digital devices and platforms is also essential.

_ Each organization must develop and maintain its own digital platform, ensuring it is routinely updated to address the evolving needs of its members and remains easily accessible.

_ Strategic investments should be made in strengthening digital infrastructure and information technology systems, including the deployment of fiber-optic internet networks in contexts where 5G connectivity is not yet available, and

guaranteeing the consistent availability of robust security and protection mechanisms.

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