

## Optimization of Sports Management for Management of Student Sports Clubs and Activity Units

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### Abstract

Optimal sports management plays an important role in improving the effectiveness of managing sports clubs and student activity units in higher education environments. This study aims to produce a sports management optimization model for managing sports clubs and student activity units. This study uses a qualitative descriptive approach. Data were collected through in-depth interviews, direct observation, and document studies at the karate martial arts sports activity unit. Participants in this study consisted of coaches, supervising lecturer, UKM manager, members (active students aged 18-24 years) in the karate student martial arts activity unit. The analysis was carried out using qualitative analysis methods to identify patterns and main challenges in managing sports student activity units. The results of the study indicate that the main challenges include 1) suboptimal financial support, 2) suboptimal facility support, 3) lack of active student participation in sports student activity unit activities, 4) suboptimal implementation of training programs, 5) suboptimal promotion methods for sports student activity units to new students, 6) need for leadership training, 7) need for the use of sport science technology. Based on the results of the study, the researcher recommends a sports management optimization model for managing sports clubs and student activity units.

**Keywords:** optimization; sports management; club management; student UKM

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## 1. INTRODUCTION

Sports management is a crucial aspect in the management of sports clubs and student activity units (UKM) in higher education environments. Effective management can improve organizational performance, strengthen student participation, and support achievement in sports (Ardinnata & Warni, 2024; Awaliyyah et al., 2024). Optimal management is essential to create a sustainable and efficient system in supporting athlete development and the implementation of sports programs at universities (Ajril et al., 2024; Azmi et al., 2024). Singaperbangsa Karawang University (UNSIKA) has various sports UKMs that serve as a forum for developing student talents in sports. However, challenges such as limited resources, lack of a structured management system, and minimal optimization strategies often hinder the operational effectiveness of sports UKMs. Therefore, an in-depth study is needed regarding the optimization of sports management in order to increase the effectiveness and efficiency in managing sports clubs and UKMs on campus. Sports management is a process that involves planning, organizing, managing, and evaluating in the world of sports to ensure that activities run effectively and efficiently (Andriawan & Rahman, 2024). Sports management includes various aspects, such as administration, marketing, finance, human resources, and sports event operations (Aji & Roostika, 2024). Good organizational management can develop to achieve predetermined goals. One important aspect of sports management is planning, which involves determining goals, formulating strategies, and allocating the necessary resources. After planning, the next step is organizing, namely forming a clear organizational structure, dividing tasks and responsibilities, and developing an efficient work system. To run operations optimally, human resource management is a key factor, including recruiting athletes, coaches, and support staff, increasing team motivation, and creating a conducive work environment.

Marketing and sponsorship play a vital role in increasing the visibility and revenue of sports organizations (Bausad et al., 2024). Event promotion, sponsorship, broadcasting rights management, and merchandise sales are some of the strategies used to support financial sustainability. Financial management is also a crucial aspect, with transparent budget arrangements and the search for various funding sources, such as sponsorship, ticket sales, and other commercial rights. To ensure the smooth running of competitions or tournaments, sports event management is needed, including aspects of logistics, match facilities, and services for spectators and participants. After the event or sporting season has taken place, evaluation and development are the final steps to assess the success of the program, evaluate the effectiveness of the strategy, and design innovations to improve the organization's performance in the future (Safarudin et al., 2024). Sports management plays a very important role in increasing the efficiency and effectiveness of sports implementation, optimizing the potential of athletes and organizations, and supporting the growth of the sports industry professionally.

Several previous studies have discussed aspects of sports management in various contexts. Research by Samsudin, (2024) the implementation of physical education, sports, and health learning, which is relevant in understanding aspects of sports coaching management in educational institutions. A study by Abinaskholani & Nurrachmad, (2024) discusses interpersonal communication between managers, coaches, and athletes in increasing achievement motivation, which is a key factor in the effectiveness of sports management. Other studies by Febrian et al., (2024) and Syadzwina et al., (2024) examine sports management and communication in the digital era, showing how marketing and communication strategies can be optimized to increase the

competitiveness of sports organizations. Sports achievement management according to Firdaus et al. (2024) and Rudiansyah et al. (2024) examines sports achievement coaching strategies in various branches, which shows the need to optimize resources to achieve maximum results.

This study is relevant to the research of Husain et al., (2024), which emphasizes that resource optimization can increase the competitiveness of sports organizations. Research on sports management has been widely conducted, but research that specifically examines the optimization of sports management for the management of clubs and student sports activity units specifically in the karate martial arts sport branch at Singaperbangsa University, Karawang is still limited. Most previous studies have focused more on aspects of leadership or organizational strategy in general, without considering the specific context of student karate martial arts activity units at the university level based on sport science. Therefore, this study offers a new approach by emphasizing optimization strategies based on specific needs, as well as compiling a more adaptive and applicable management model. This study aims to produce a sports management optimization model for the management of sports clubs and student activity units, specifically karate martial arts.

## **2. METHOD**

### **2.1 Participants**

This study involved all those who have a direct or indirect relationship to the student sports activity unit, especially in one of the martial arts sports, namely karate. Participants consisted of Coaches, Supervising Lecturer, UKM Manager, Members (active students aged 18-24 years) in the karate student martial arts activity unit. The study was conducted at the karate student martial arts activity unit, Singaperbangsa University, Karawang by considering factors including: 1) karate is a superior sport at the University, 2) has international achievements.

### **2.2 Research Design**

This study uses a qualitative descriptive approach (Alaslan, 2024). This research design was chosen to deeply understand the management conditions of the karate student activity unit, identify the obstacles faced, and design optimization strategies based on specific needs (Subhaktiyasa, 2024). Data were collected through triangulation with in-depth interviews, direct observation, and document studies.

### **2.3 Instruments**

The research instruments used include semi-structured interview guidelines to explore participants' perspectives on the management of karate student activity units, observation sheets to record activities and management systems, and student activity guideline documents for 2025 and achievement data as additional analysis materials. The validity of the instrument was tested through triangulation of data sources to ensure the accuracy of the information obtained.

**Table 1.**

*Interview Guidelines (Semi-Structured)*

Aspect	Interview Questions	Respondents
Condition of Karate Student Activity Unit Management	How is the current management system of the Karate Student Activity Unit?	UKM Manager, Supervising Lecturer
	What are the main obstacles in managing the Karate Student Activity Unit?	UKM Manager
	How is the system for recording the administration and activities of the Karate Student Activity Unit carried out?	UKM Manager, Supervising Lecturer
Resources and Coordination	How do you assess the availability of resources (finance, facilities, human resources) in the Karate Student Activity Unit?	UKM Manager
	Are there any obstacles in coordination between the administrators of the Karate Student Activity Unit? If so, what are the causes?	UKM Manager
	To what extent does the university support the policy of managing the Karate Student Activity Unit?	UKM Manager
Management Optimization Strategy	In your opinion, how can leadership capacity be improved in the Karate Student Activity Unit?	UKM Manager, Supervising Lecturer
	What is the best strategy to strengthen collaboration with the university?	UKM Manager
	Do you agree with the implementation of a technology-based management system in the Karate Student Activity Unit? Why?	UKM Manager
Student Participation in UKM Management	To what extent are students actively involved in managing the Karate Student Activity Unit?	UKM Manager
	How to increase student participation in the management of the karate student activity unit?	UKM Manager
	What are the main challenges in actively involving students in the karate student activity unit?	UKM Manager

**Table 2.**

*Interview Guidelines (Semi-Structured) for Karate Student Activity Unit Members*

Aspect	Statement	Answer Options
Condition of Karate Student Activity Unit Management	How do you assess the effectiveness of Karate Student Activity Unit management?	1. ( ) Very effective, 2. ( ) Quite effective, 3. ( ) Less effective 4. ( ) Ineffective
	Is the current Karate Student Activity Unit management system based on data and technology?	1. ( ) Yes, completely technology based 2. ( ) Some are already technology-based 3. ( ) Still conventional 4. ( ) There is no clear system
Obstacles in Karate Student Activity Unit Management	What are the main obstacles faced in managing Karate Student Activity Units? (You can choose more than one)	1. ( ) Lack of funds and facilities 2. ( ) Lack of coordination between administrators 3. ( ) Limited support from the university 4. ( ) Low student participation
Management Optimization Strategy	Is leadership training for Karate Student Activity Unit administrators necessary?	1. ( ) Is indispensable 2. ( ) Quite necessary 3. ( ) Not really necessary 4. ( ) Not required
	What is the level of university involvement in supporting Karate Student Activity Units?	1. ( ) Very active 2. ( ) Quite active 3. ( ) Less active 4. ( ) Not active
	In your opinion, can a technology-based management system improve the effectiveness of Karate Student Activity Unit management?	1. ( ) Strongly agree 2. ( ) Agree 3. ( ) Don't agree 4. ( ) Strongly disagree
Student Participation in Karate Student Activity Unit	To what extent are you involved in managing Karate Student Activity Units?	1. ( ) Very active 2. ( ) Quite active 3. ( ) Less active

Management	4. ( ) Not active at all
What can improve student participation in managing Karate Student Activity Units?	1. ( ) SME management training 2. ( ) More support from universities 3. ( ) Incentives or awards for UKM managers 4. ( ) Improving SME facilities and infrastructure

## 2.4 Procedures

The research process begins with sampling participants who meet the established criteria. Furthermore, in-depth interviews were conducted with supervising lecturer, UKM Manager, members (active students aged 18-24 years) to understand the dynamics of the karate student activity unit management. Observations were made on the activities of the karate student activity unit to directly observe the management system implemented. All data obtained were analyzed to identify patterns and problems related to the management of the karate student activity unit.

## 2.5 Data Analysis

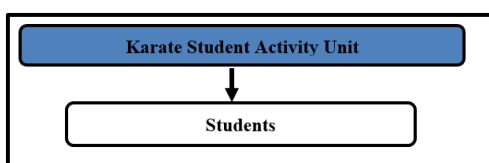
The data obtained were analyzed using a qualitative approach. The analysis process includes the stages of data collection, data reduction, data presentation, drawing conclusions. The results of the analysis are then used to formulate an optimization model that can be applied in the management of student sports clubs and activity units, especially karate.

## 3. RESULTS

The karate student activity unit is one of the student organizations at the university level. The karate student activity unit supervisor explained that "the Karate Student Activity Unit guidance system is in accordance with the 2025 student activity guidelines so that it runs according to existing regulations, the existence of the Karate Student Activity Unit aims to develop the potential of students as a whole" (Interview, May 19, 2025). The administrators and members of the Karate Student Activity Unit also expressed the same thing (Interview, May 20, 2025). In simple terms, the management pattern of the karate student activity unit can be described as follows:

**Figure 1.**

*Student Activity Unit Management Model Karate Martial Arts*



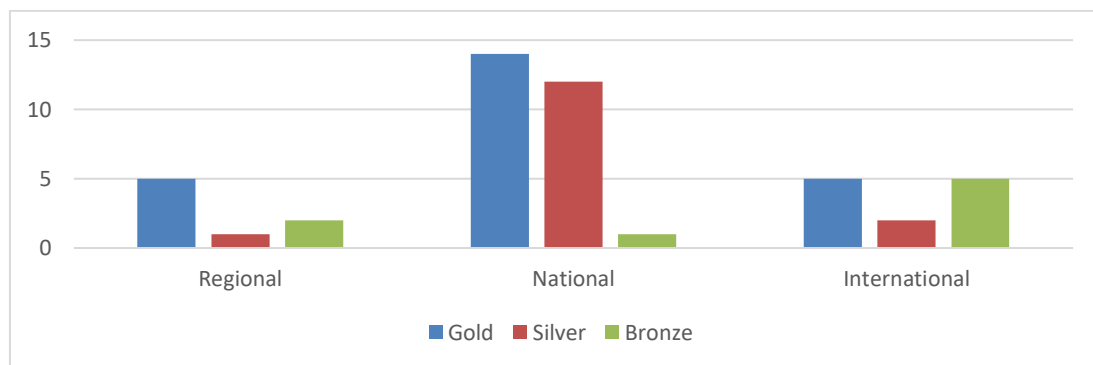
*Source: Primary Data*

In the management of the student activity unit, karate is still not technology-based. This was expressed by the supervisor that "the management of the Martial Arts UKM still does not use a sports science approach starting from member data collection, training programs, achievement data, alumni of UKM members and governance". It was further explained that this is a shared challenge and as a learning forum for students. The administrator explained that "currently using a WhatsApp group to facilitate communication, but not all have been recorded, including alumni of the Karate Martial Arts UKM who have graduated".

Developing sports achievements requires a long process. UKM Martial Arts Karate is the University's flagship sport, the achievements in 2024 are as follows:

**Figure 2.**

*2024 Karate Martial Arts Student Activity Unit Achievement Data*



*Source: Primary Data*

The achievement of UKM Martial Arts Karate is proven through the acquisition of medals at regional, national and international championships. The medal acquisition in 2024 at the Regional level was 5 gold, 1 silver, 2 bronze, National level was 14 gold, 12 silver, 1 bronze, International level was 5 gold, 2 silver, 5 bronze. This is proof of success in the coaching process.

The main obstacles to sports development at the University include: 1) suboptimal financial support, 2) suboptimal facility support, 3) lack of active student participation in student sports activity unit activities, 4) suboptimal implementation of training programs, 5) suboptimal promotion methods for student sports activity units to new students, 6) need for leadership training, 7) need for the use of sports science technology. The Karate Self-Defense UKM Advisor stated that "the University's role in supporting Self-Defense UKM activities is in accordance with regulations in the 2025 student activity guidelines" (Interview, May 19, 2025). Based on the results of a detailed document study, the support provided by the University includes issuing activity permits, financial assistance based on university budget allocations, lending campus facilities, leadership training and support for collaboration with external partners.

The results of interviews with members of the Karate Martial Arts UKM have been narrowed down based on the respondents' responses (Interview, May 20, 2025). Conditions of the Karate Martial Arts UKM management. The current management system is still conventional and does not have a well-documented management system. Most administrators still rely on manual methods in recording activities and administration. The main obstacles in the management of the Karate Martial Arts UKM include limited financial resources, lack of managerial training for



administrators, and less than optimal structured policy support from the university. The system for recording the administration and activities of the Karate Martial Arts UKM is carried out manually using notebooks or simple spreadsheet files, without an integrated digital system. Resources and Coordination, Availability of resources (finance, facilities, HR) is still a major challenge. Most of the Karate Martial Arts UKM rely on funds from member contributions and external sponsors, while the available training facilities are still limited and must be shared with other activities. Obstacles in coordination between Karate Martial Arts UKM administrators are caused by a lack of effective communication, unsynchronized schedules, and a lack of motivation among administrators in the organizational structure in carrying out their duties and responsibilities (Interview, May 20, 2025).

Management Optimization Strategy, increasing leadership capacity in Karate Martial Arts UKM can be done by providing leadership and organizational management training to Karate Martial Arts UKM administrators periodically, as well as holding mentoring from supervising lecturers. The implementation of a technology-based management system was welcomed positively by most members of Karate Martial Arts UKM. They realize that digitalization with the application of sport science technology will have a positive impact. Student Participation in Karate Martial Arts UKM Management, the level of student involvement in management is still limited, especially the core administrators. Many members only participate in activities without being involved in the managerial aspect. The way to increase student participation in Karate Martial Arts UKM management is to provide organizational experience certificates. The main challenge in actively involving students is the lack of awareness of the importance of organizational management, as well as the difficulty in dividing time between academics and Karate Martial Arts UKM activities.

#### **4. DISCUSSIONS**

Optimizing sports management is very important in the management of karate clubs and student activity units (UKM) so that they can run effectively and sustainably. Sports management includes various aspects such as planning training and competition programs, financial management, member recruitment, and marketing and branding of the organization. By implementing the right strategy, Karate clubs and UKM can improve athlete performance, attract more members, and gain support from various parties, including sponsors and related institutions. However, in practice, the management of Karate clubs and UKMs faces various challenges, such as 1) suboptimal financial support, 2) suboptimal facility support, 3) lack of active student participation in student sports activity unit activities, 4) suboptimal implementation of training programs, 5) suboptimal promotion methods for student sports activity units to new students, 6) need for leadership training, 7) need for the use of sport science technology.

These challenges often hinder organizational development, so innovative and sustainable solutions are needed to overcome them. One strategy that can be implemented is to improve the competence of administrators through organizational management and leadership training, so that they can manage SMEs more professionally. Funding sources are also verified to be an important step to overcome limited funds. Karate Martial Arts Clubs and SMEs can collaborate with sponsors, hold fundraising activities, and access grants from educational institutions or the government. The use of technology and social media can also be utilized to increase organizational visibility, attract new members, and publicize activities to be better known by the wider community. In order for Karate Martial Arts Clubs and SMEs to continue running even



though there is a change in management, a clear documentation system and standard operating procedures (SOP) are needed.

Partnerships with external institutions and organizations can also be a solution to strengthen networks and expand opportunities in competitions and other sports activities. By implementing optimal management strategies, Karate clubs and Martial Arts UKM can not only improve the achievements of their members but also create a more professional and sustainable sports ecosystem in the academic environment (Hardovi et al., 2024). Therefore, there needs to be collaboration between students, lecturers, and universities in supporting the development of sports UKMs so that they can continue to grow and provide long-term benefits for all their members. Based on the survey results, the effectiveness of the management of Karate Martial Arts UKM at Singaperbangsa University Karawang (UNSIKA) still needs to be improved, especially in terms of management systems, university support, and student involvement. This is in line with research conducted by Masrudini et al., (2024) which highlights the importance of developing sports facility rental management applications to improve the effectiveness of organizational management.

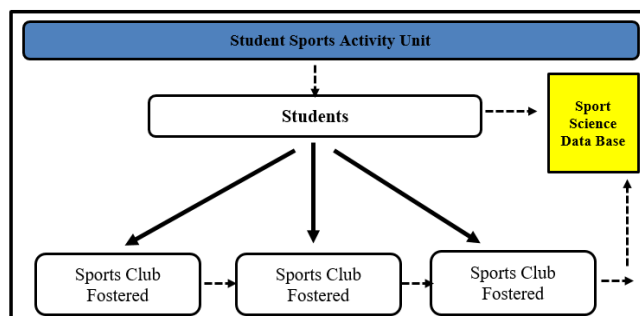
One of the main obstacles faced in the management of Karate Martial Arts UKM is limited funds and facilities. Socialization of the management of the match system and management of sports organizations can help improve understanding in financial administration and organizing sports activities (Hasmarita et al., 2024). Research according to Palmizal (2024) also emphasizes that an understanding of the sports organization management system is essential to ensure program sustainability and increase organizational competitiveness. The lack of coordination between administrators and the low use of technology are also significant challenges. According to (Ichsan et al., 2024) shows that the application of a technology-based information system in managing organizational assets can help improve efficiency and transparency in the management of Karate Martial Arts UKM. According to Ramadhan et al., (2024) discusses the importance of leadership style in improving coordination in sports organizations, which can be a reference in developing leadership training for Karate Martial Arts UKM administrators.

University support is also an important factor in optimizing the management of Karate Martial Arts UKM. The results of research by Permata et al., (2024) show that sports marketing strategies play a role in increasing public awareness and participation in a sport. Therefore, universities need to play an active role in providing incentives and improving facilities to attract more students to join the management of Karate Martial Arts UKM. Teachers' strategies in encouraging students' interest in learning can be applied in the context of UKM management to increase student participation in organizational activities (Sulastri et al., 2024). Discussion of the results of the study, it can be concluded that increasing the effectiveness of Karate Martial Arts UKM management can be achieved through the implementation of technology-based systems, strengthening leadership training, and increasing support from universities. This combination of strategies is expected to help organizations develop more professionally and sustainably.

The management of the Student Activity Unit (UKM) of karate martial arts is currently going well because the implementation is in accordance with existing regulations. Researchers recommend an alternative ideal model for optimizing sports management for the management of clubs and Student Activity Units of Sports, especially the karate sport.

**Figure 3.**

*Sports Management Optimization Model for The Management of Sports Clubs and Student Activity Units*



The use of sports science technology in the form of a database at Karate Martial Arts UKM will facilitate administrative management such as activity planning, athlete profiles, achievement data, training program monitoring data, active student data and alumni of Karate Martial Arts UKM, championship agendas and fostered dojos/clubs, and other documents. The benefits of Karate Martial Arts UKM in fostering fostered dojos/clubs as a means for developing students to improve their karate training skills at fostered dojos/clubs in the surrounding community. The existence of dojos/clubs as fostered by Karate Martial Arts UKM will provide greater benefits to the community.

## 5. CONCLUSIONS

The effectiveness of sports management in the karate student activity unit still needs to be improved, especially in terms of management systems, university support, and student involvement. Several major obstacles such as 1) suboptimal financial support, 2) suboptimal facility support, 3) lack of active student participation in student sports activity unit activities, 4) less than optimal implementation of training programs, 5) less than optimal promotion methods for student sports activity units to new students, 6) need for leadership training, 7) need for the use of sport science technology are still challenges that must be overcome.

This study resulted in a recommendation of “optimization model of sports management for the management of sports clubs and student activity units”. Suggestions for further research, further studies can be conducted with a focus on the implementation of digital technology in the Karate Martial Arts UKM management system in more depth, including the development of data-based applications for UKM administration and coordination. Research with quantitative methods can be used to measure the impact of management strategies on improving the performance of sports UKM objectively. Comparative studies between universities that have implemented digital-based management systems with those that still use conventional methods can also provide additional insight into the effectiveness of the strategies implemented.

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